

Urban Systems LLC - "Enhancing the Built Environment"



Urban Systems LLC - "Enhancing the Built Environment"

CapitolVistaPlaza.com

Response to Request for Qualifications & Proposal

Capitol Vista Plaza



“You can design and create, and build the most wonderful place in the world. But it takes people to make the dream a reality.”

- Walt Disney



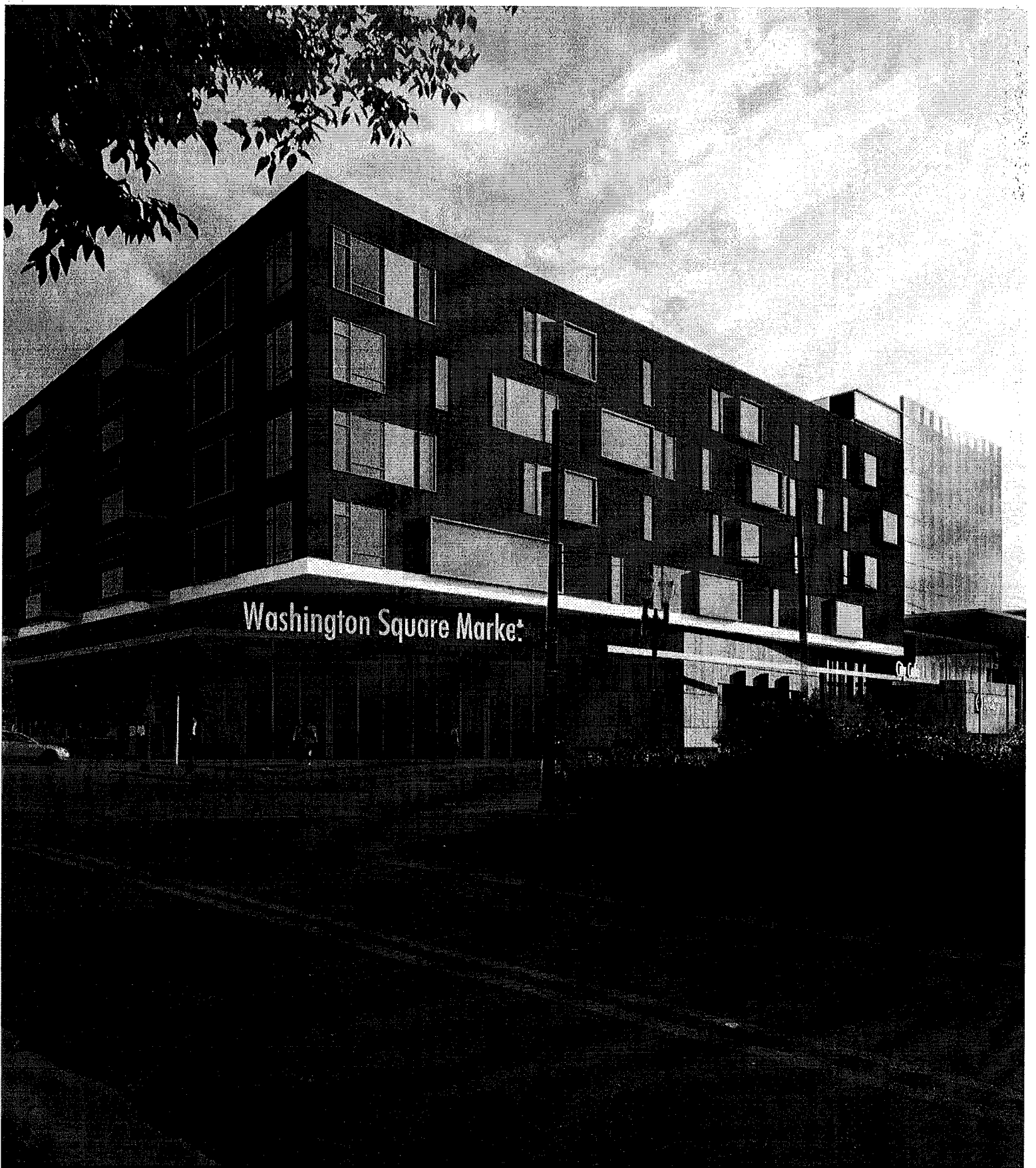
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Appendix

1. Identification of Key Personnel

Westpac
Forsberg
Wieland
Progressive AE
Advanced Redevelopment Solutions
Tracy Cross & Associates
Dickensen Wright

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501 S Capitol Design Package
Aerial View
Capitol Vista Design Package
Reference letters from collaborative
community groups.

3. Relevant Experience

Westpac
Forsberg
Dymaxion
Wieland
Advanced Redevelopment So-
lutions
Progressive AE
Tracy Cross & Associates

4. Environmental Sustainability

Westpac
Wieland
Progressive AE

5. Financial Capacity & Capability

Development cost schedule
Wieland Bond Information
Finance Source Letters
Closing Statement 3839 Hunsaker
Street



I. Cover Letter

August 18, 2017

Capitol Vista RFQP
C/O Van Martin
1111 Michigan Ave, Suite 300
East Lansing MI 48823

Dear Review Team,

Lansing as a region provides one of the best values in the country for people to call home. Urban Systems measures value using several quality of life metrics including; cost of living, access to education, diversity of economy, access to active lifestyle amenities, diversity of arts and entertainment, and proximity to recreational destinations. Allowing City Hall to anchor Washington Square's 500 block, while effectively utilizing the Capitol Vista opportunity, will unite Lansing's core on Washington from Michigan Ave. to REO Town. This transformational redevelopment will help build the identity of our region giving residents a sense of a true destination hub.

Urban Systems' proposal outlines the vision and economic feasibility to help build a world class downtown within the response to Lansing's Capitol Vista RFQP. Washington Square occasionally serves as a true regional hub during large events like Silver Bells in the City and other festivals. Unfortunately, commingling secure government offices surrounded by parking lots as well as converting commercial space to single entry office buildings has consistently limited our growth opportunities over the last 30+ years. Urban Systems is deeply aware of the importance of activating these spaces daily for residents to connect meaningfully within the built environment. Together, we will keep our region economically competitive by fostering rapid growth, retaining our brightest talent, and attracting new talent here with exciting opportunities and lifestyle experiences.

Years ago, Lansing was on the cutting edge of urban design adopting a central highway through its core facilitating the movement of people in and out of the city quickly. At the turn of the 20th century, Lansing was home to innovators in manufacturing and transportation. Downtown was alive with department stores, theatres, and small shops providing a true urban quality of life. Public officials, employers, and a strong work force collaborated in Lansing to make it an industrial powerhouse in manufacturing. As the city grew, the automobile became a new technology disrupter that altered the city landscape and social design for the next 70 years. Government policies sought to optimize the urban landscape around the movement of cars. This ideology placed residents' living patterns second to the "efficiency" of design, beginning a slow decline in Lansing's core. The decay continued for years as residents left, leaving a sea of parking lots and under utilized buildings in the early to mid 1990's.

Most damaging to communities were the redlining policies incentivizing and subsidizing single family home developments. This institutionalized classism and racism into our neighborhood fabric for over 60 years. We still see deed restrictions attesting to this written into some of our post WWII neighborhoods in Lansing and surrounding areas.

After a fifty plus year slow decline, an ideological shift has occurred. People want to live in places where they feel connected to their community which is commonly referred to as "placemaking". Years of hard fought battles for civil rights, crumbling infrastructure, and reduced use of cars, is shifting design back toward more socially optimized neighborhood patterns.

The results of this design philosophy can be empirically quantified showing real value to the community through increased economic activity and a higher tax base. Qualitatively placemaking amenities attract people to live, work, socialize, and play in urban environments.

As outlined in many recent reports from regional stakeholder organizations, a vibrant urban core is the key to growing the Lansing region. An MEDC representative stated, "the workforce is the new currency for attracting businesses." Through re-connecting our neighborhoods and building a strong sense of identity, we can compete internationally to keep our talent here and attract new people for our great employers and future innovators.

Respectfully Submitted,

Urban Systems



I. Executive Summary

Urban Systems is a collaboration of three companies who have come together for the specific purpose of revitalizing Lansing's city core. With more than 100 years of collective real estate development experience, our mission is to create a connected and walkable built-environment in downtown Lansing.

Our proposal in response to the Capitol Vista RFQP is to relocate city hall and whatever supporting services that the city desires to the 501 South Capitol Avenue site (former Lake Trust Credit Union headquarters). The new city hall and supporting services would require approximately 1/2 of the site, and we will develop the balance of the property for our own account into a mixed-use building with approximately 180 apartments units and an urban grocer. Our plan for the Capitol Vista site is to develop a Westin hotel and branded residences with appropriate support facilities, including restaurant, spa, fitness, conference, and meeting space. The combined development of the two sites proposed in our response to the RFQP is in excess of \$280 million, and we are open to collaboration with the city in order to determine a transaction structure that best meet the goals of the city.

Urban Systems has the resources and capability to bring this project to life, and looks forward to working with the community, local government, and its partners. Included in the package are the qualifications requested in the RFQP, which include our financial capability, mission & vision, and track record which includes more than 150 LEED certified projects between all collaborative partners. In the appendix are support documents that demonstrate our capability and supports our development philosophy using existing street and neighborhood patterns in Lansing. Urban Systems looks forward to the developer interview process to further explain in detail the information provided within the report.

Any questions arising beforehand can be directed to Will Randle and a prompt response will be given.

The contents of this proposal are Urban System 's original concept plans and designs and are not to be used or reproduced without prior written consent pursuant to the Michigan Freedom of Information Act exemption 15.243(1)(f)(i)-(iii) concerning trade secrets.



II. Basic Information & Qualifications

Name of Firm: Urban Systems LLC

Authorized Agent: Patrick Smith, CEO of WestPac Communities
Authorized Agent of Urban Systems LLC

Contact Person: Will Randle
will@westpacinv.com
2422 Jolly Road, Okemos, MI 48864
Tel: 517.580.2550
Fax: 517.349.7131

Website: Smarturbansystems.com
CapitolVista.com
LansingRFQP.com—password protected

Type of Organization: Limited Liability Corporation

Number of Years in Business: 155 years (collectively)
Westpac - 45 years
Forsberg - 60 years
Dymaxion - 15 years
Will Randle - 25 years

Not a Minority Business Enterprise, Disabled Veteran-Owned
Business or Woman Business Enterprise



III. Identification of Key Personnel

Patrick Smith

As a partner of WestPac Investments, Mr. Smith has facilitated development and managed company operations in California, Hawaii, Arizona, New Mexico, Colorado, the Caribbean and Australia. Mr. Smith has expertise in acquisition, growth strategy, organizational leadership, financial management, external communications, marketing and sales of income and resort properties. These investments span 43 years of business. Mr. Smith has a successful and profitable track record of attracting and managing private equity and venture capital funding. He has also lead organizations through multi-company collaboration agreements to economic and physical success of remediation of environmental disasters. In addition to his business expertise, Mr. Smith is also environmentally conscious and has been the driving force in nationally recognized LEED Certified Developments. The total value of the projects with which Mr. Smith has been involved is in excess of \$6 Billion Dollars. Through the various company ownerships, Mr. Smith and his affiliate companies have employed over 3,600 people across six western states and three countries.

Jonathan Branoff

Mr Branoff has an extensive background in real estate finance and investment. He performs financial modeling and underwriting, secures capital for real estate development and acquisitions, manages transactions, oversees the due diligence process, and provides asset management and investor relations services. His track record consists of nearly \$100 million of commercial real estate transactions in the Lansing area, with an additional \$50 million of development projects under construction, and \$80 million of development projects scheduled to commence in 2018. He has a proven track record of optimizing property value through capital improvement projects and management strategy.

Mr. Branoff received his undergraduate degree in Finance from Michigan State University and studied International Business at the American College of Thessaloniki in Greece. He continued his education at New York University while studying Real Estate Finance & Investment. An active member in CCIM and the Urban Land Institute (ULI), Mr. Branoff was selected for the 2016 ULI Larson Center for Leadership, a program designed to develop real estate and land use leaders in Michigan.

Will Randle

Mr. Randle specializes in design, entitlements, and construction management. With over 20 years in the real estate industry, he has experience in all facets of real estate development including land acquisition, market research, feasibility studies, financing strategies, financial analysis and projections, master planning and management of development construction. Mr. Randle has superior leadership skills, including public speaking and presentations. He prides himself in the ability to cultivate and maintain business relationships. He received his undergraduate degree in 1982 from Mississippi State University.

Brent Forsberg

Brent Forsberg has been active in real estate sales, investing, and development for 20 years in the Greater Lansing area. Currently he is the President of TA Forsberg Inc, a firm with over 60 years of experience in road and sewer construction, land development and almost all facets of Real Estate development. Brent has led the sales teams of several large residential developments in the Greater Lansing area, and, was involved in the start up of Forsberg Real Estate Company. T.A. Forsberg, Inc.'s projects have provided residential home sites for more than 1000 families within its premier lifestyle neighborhoods. Brent is currently involved in several urban sustainability and renewal projects within the Greater Lansing Area such as Single Family Home Urban Infill. Brent is also part of a team that is focused on research and development of an Autonomous Vehicle loop in the Urban Core of Lansing that is looking to bring unique and cutting edge transportation options to the region. Brent has been active on several boards including the National Homebuilders Sales and Marketing Council's, The Greater Lansing Homebuilder and Remodelers board, The Mason DDA, and the Mason Chamber of Commerce Board. He has also been active in speaking nationally on real estate related topics as well as locally at area schools and at LCC. Brent is also very active in the community with charitable groups, non profit organizations, and local committees to help improve the quality of life in Lansing.

Jeff Dechan

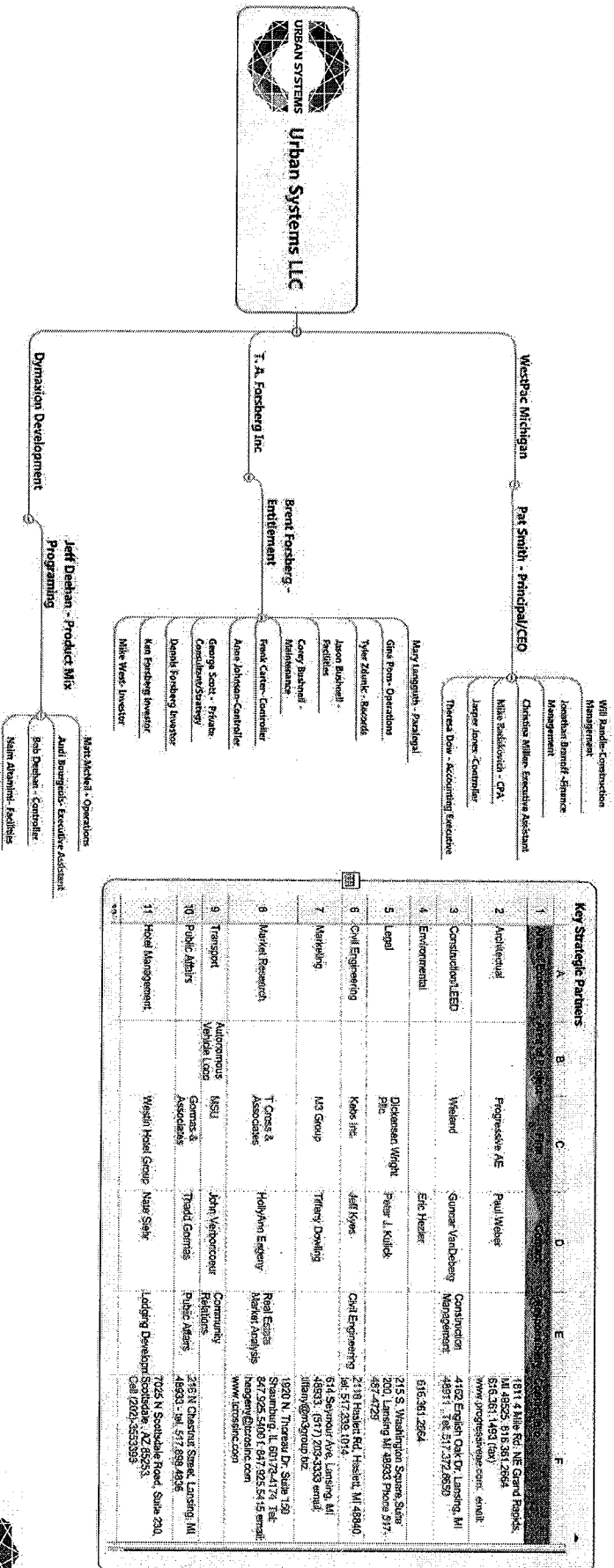
Jeff is a community focused developer who grew up in Lansing and has spent the past 13 years working on single family, multi-family, and mixed use buildings in the area. Jeff has redeveloped dilapidated buildings within Lansing's Urban Core adding much needed quality attainable housing into the market. Jeff approaches development in a wholistic manner, looking at the best product mix that will bring a real qualitative value to the community through by nurturing local business within his commercial developments. Jeff has a proven track record with over 400 completed projects, several hundred units currently under management in Lansing and is focused on creating vibrant walkable and livable communities. Jeff is also very active in the arts community sitting on regional boards for festivals and events. He works with many artists and small businesses many who live or work within his projects improve their businesses by collaboration and shared resources.



III. Identification of Key Personnel & Partners: Business Organization Chart

Urban Systems LLC, led by Pat Smith, was formed by WestPac, T.A. Forsberg, Inc., and Dymaxion Development. We have partnered with world class companies that bring the expertise to complete the redevelopment of key core properties in Lansing. Our team has been involved in over \$3 Billion Dollars of development in the past 10 years. Full Biographies are available in the APPENDIX 1 (sorted by Company).

The projects supporting the teams skillset are highlighted in the appropriate sections of the RFQP response.

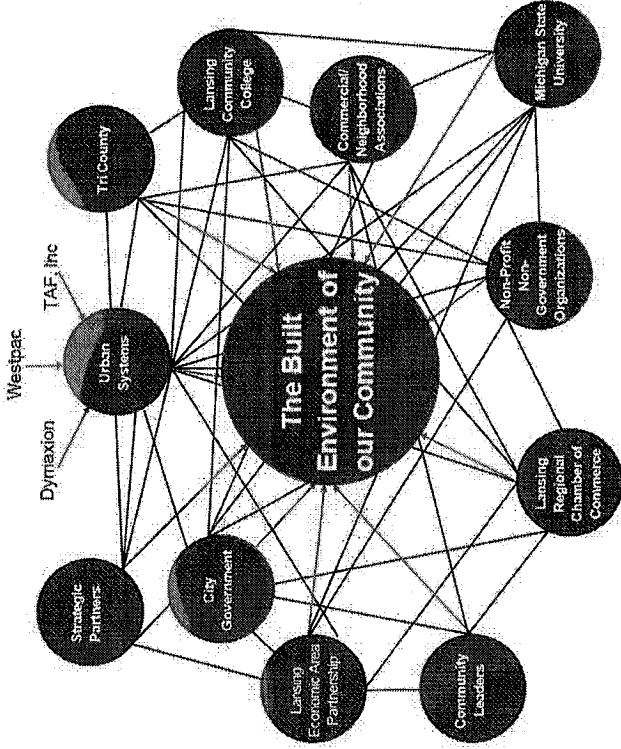


III. Identification of Key Personnel & Partners: Business Organization Chart—Urban Systems Network

Urban Systems Network



Collaborative Communications Chart



Urban Systems engages the community at the beginning of the planning process. Our network for this project will work collaboratively with city officials, community groups, residents, higher education and many others to make sure Lansing gets the best project for everyone. Our collaborative communications charts demonstrate how our multifaceted communications approach builds a web of support around the built environment that is our Urban Core.

IV. Mission & Vision

Our Mission Statement

Enhancing the Built Environment

Vision Statement

Connecting people with their built environment is our focus. We work in collaboration with public officials, local employers, residents, and professionals to connect a more walkable Lansing.

Our Passion

Smart Growth.

Sustainable development that creates a sense of place.

Diverse Housing.

Inclusive for many incomes and lifestyles.

Community Engagement.

Insight from Lansing residents created the foundation of Urban Systems downtown core enhancement vision. Continued input is an important critical component of the predevelopment process.

Sense of Community.

Smart development invites people to share their passion. We foster connection with design and programming that encourages residents to work, live, play, learn, and socialize. Together, we engage the mind, body, and spirit daily.



IV. Mission & Vision

"I do not think the measure of a civilization is how tall its buildings of concrete are, but rather how well its people have learned to relate to their environment and fellow man." —Sun Bear, Chippewa medicine man

Whether sipping a cup of coffee, looking at public art, or enjoying a wine and cheese pairing, listening to street musicians, the created environment invites you to stay and enjoy what Lansing has to offer.

Urban Systems has built successful developments that set the stage for how people live together. By using properly scaled design and having the buildings interact with the public sidewalk and streets, an atmosphere is built around a community that gives residents the sense of place (we call home).

But our city's core does not reflect the 24/7/365 walkable streets envisioned in the RFQP. Our streets have been optimized around auto-centric transit design over decades. Government buildings commingled inside a sea of open parking lots have been slowly suffocating the pre-WWII neighborhoods. Sidewalks abutting streets with no barriers between traffic and pedestrians, one way streets, and wide boulevards have interrupted the neighborhood fabric.

Then we see glimpses of what downtown could be during special events, especially Silver Bells when area communities ascend. The shops are so busy people spill into the street and you can hardly walk a block without bumping into a friend. Downtown shops plan for months to make sure they are ready for their biggest day of the year, and the downtown experience doesn't disappoint. The atmosphere is amazing as you feel happiness and joy walking through the crowds. Complete strangers are in the street for one night, enjoying each other's company. The city feels comfortable proving that our communities are capable of being connected and alive.

Urban Systems has outlined THE walkable connection between historic Reo Town and the State Capitol. (**Appendix 2 Identity map**) A vision for connecting the downtown hub can be created with City Hall located on the corner of South Washington Square and Capitol Avenue. An urban grocery, shops, office space, and attainable residential on the same block we will create a 24 hour walkable corridor every day of the week. (**See Appendix 2 501 S. Capitol Design Package**).

Walking south from Michigan Avenue along South Washington Square today, the experience changes. Starting in the 400 and 500 blocks it can become uncomfortable.

Lansing has sustained an identity as the core in the region, but a core without housing loses a true sense of place as the hub. Neighborhood grocers left with the critical mass of residents. **This evolution is clear when looking at an aerial view of Lansing along our major corridors (Appendix 2 Aerial View)**. Lansing's population slipped from almost 35% in 1970 of the region's population to just under 25% by 2010. Our need for housing downtown is well documented as people begin the return to urban living.



IV. Mission & Vision

We interact with the built environment around us when the city is full and residents call our downtown home. With a critical mass of people, businesses would be staffed every day to provide goods and services along the street. Streetscapes and lights draw our eyes in many directions providing excitement everywhere you look. Walking many blocks between where you started and wherever to decide to go will be an enjoyable experience.



Redacted - Financial +
Commercial
Information.

As stated in other sections collaboration is the key to our teams philosophy of development. The Urban Systems team has worked with many neighborhood groups, non-profit organizations, and commercial associations to build projects that bring immediate benefit to the current residents and businesses. Our team prides itself on reaching out to as many groups as possible to understand how all aspects of the development will impact the community it is becoming part of. Included in the appendix are reference letters from groups, more will be added to the website. (See Appendix 2 Reference Letters from collaborative community groups).





These transformative developments will provide two major anchors in the downtown fabric connecting economic growth for generations to come. Starting with Urban Systems collaborators including neighborhood groups, local employers, CATA's efficient public transportation designers, and MSU's automated vehicle researchers, Lansing will soon be one of the greatest case studies of urban renewal in the country.



V. RELEVANT EXPERIENCE

Project Name & Location	Description of Project	Project Cost	Photos Of Completed Projects	Project Date
Residence Club, Aspen CO - Westpac	26 condos in tenant in common fraction ownership, 8 hotel and employee housing units, commercial space: 9500 SF, currently art galleries, clothing store, retail market, 80 underground parking, elevators, underground ski lockers, wine storage, rooftop pool and spa, fire pit deck, living and private dining room, computer room for owners and guests, white tablecloth dining by Il Molino out of New York, 3 star services including back car limousine, bell service, room service, continental breakfast and afternoon food and wine bar	\$400 Million		2008
Viceroy Hotel, Snowmass, CO - Westpac	152 initial condo hotel suites, 2 employee units, Studio, 1-3 bedroom suites sold as whole ownership condos branded as Viceroy Hotel, if not used by owner they are required to be in the rental pool. Project includes: underground spa, underground parking, 4 on-site restaurants called Eight K, Ricard Restaurant, and Nest Public House. Ground level pool deck, ski lift to Snowmass main mountain, on-mountain ski storage, 24-hour room service 4 star quality, construction. 9 stories + 2 underground parking levels	\$240 Million		2009
Snowmass Village, Snowmass, CO - Westpac	91 condos, commercial space: 50,000 SF of restaurants, children stores, and apparel stores. 20,000 SF commercial space is children's space called "The Treehouse" designed by Disney. 4 story parking garage for 800+ cars.	\$320 Million		2015
Snowmass Mall, Snowmass, CO - Westpac	Commercial space: 100,000 SF of mixed used commercial, 2 stories of parking. Project includes: 4 hotels: Silverree, Wildwood Hotel, Snowmass Inn and Mountain Chalet. Silverree and Wildwood recently rebranded as the Westin Snowmass.	\$100 Million		2008
Railroad Square, San Luis Obispo, CA - Westpac	4 condos, commercial/office space: 50,000 SF, 3 story uncluttered masonry structure, with most of the original interior and exterior detailing, built as a regional wholesale distribution center, and is listed as a "Master List Historic Resource" for the city of San Luis Obispo. Was damaged in a fire in November of 2002, but planned to restore in 2006.	\$195 Million		2015
				2018
				2018
				2018

V. RELEVANT EXPERIENCE

<p>Chaudens Lohs, East Lansing, MI - Westpac & Forberg</p>	<p>392-bed, Class A student housing and mixed use retail development comprised of three buildings (Buildings 1, 2 and 3) located near Michigan State University. Under construction Building 1 consisting of 60 units / 86 beds and 23,317 SF of retail to be completed by July 2018 Building 2 consisting of 81 units / 108 beds to be completed by July 2019 Building 3 consisting of 162 units / 193 beds to be completed by July 2019 Est value upon completion of the project.</p>	<p>\$210 Million</p>		<p>2017</p>
<p>[REDACTED]</p>	<p>[REDACTED]</p>	<p>[REDACTED]</p>	<p>[REDACTED]</p>	<p>[REDACTED]</p>
<p>Riverwalk Meadows & Courts, Mason, MI - Forberg</p>	<p>single family homesites located in historic Mason. This development began</p>	<p>\$112 Million</p>		<p>2015</p>
<p>Reunion, Madison, MS - Westpac</p>	<p>Single family home sites in wooded, multi-acre lot, accessed via own shared, gated drive in Madison Mississippi. 400 acres of lakes, outdoor concert space, parties, golf course & golf Club and recreation center.</p>	<p>\$25 Million</p>		<p>2006</p>
<p>2772 Michigan Ave, Lansing, MI - Dynamis</p>	<p>6.5mm project adding 2 stories to an existing mid century modern building on Michigan Ave. creating a vibrant mixed-use community supportive space. 54 apartments Under construction</p>	<p>\$6.5 Million</p>		<p>2017</p>

VI.

Environmental Sustainability

Urban Systems Team members and strategic partners have built in some of the most ecologically fragile ecosystems in the world. Utmost care was given to make sure local flora and fauna species were protected while development occurred using green barriers with plantings, water conservation techniques, and environmentally responsible materials. The projects in Snowmass, Colorado also included many sources of green energy including geothermal, solar, and hydroelectric turbines to power parts of the development. Snowmass Base Village was awarded one of the country's first LEED certified master planned communities by Governor George Pataki of New York. **See environmental Appendix 4 WestPac.**

Our team understands the importance of using resources responsibly. Projects completed by Wieland have achieved Gold, Silver, and certified LEED certifications around the country. Locally, they received LEED Gold on their \$21 Million Dollar project for Agro-Culture Liquid Fertilizers in St. John. **See environmental Appendix 4 Wieland.**

AE Progressive have designed more than 160 projects around the country achieving many levels of LEED Certification. These projects include grade schools, university buildings, hotels, industrial facilities, Large retailers such as Meijer, and many more. The projects have ranged in size from a few million to well over \$100 million per structure. They have LEED accredited professionals across many disciplines of design. Examples of these are available to view in **Environmental Appendix 4 AE Progressive.**

While LEED can be a key piece to sustainability in environmentally safe development, there are many ways to approach greener development ideas. Currently our team is engaged with MSU and the City of Lansing in working to bring electric autonomous vehicles into the city for testing and eventually deployment as a form of shared transportation. We are also working with team members of the Board of Water and Light to introduce alternative energy options and energy saving design into the proposed project at 735 Hazel Street mixed use project Urban Systems is designing under the name Funk Zone.

Urban Systems has partnered with Advanced Redevelopment Solutions to work through the complicated environmental issues redevelopment brings to the equation. It is especially sensitive in light of the proximity of these projects to the Grand River. Urban Systems' team will use the best techniques to protect our watershed and ground water in the areas that will need to be disturbed for this great project. **Advanced Redevelopment Solutions qualifications are located in Environmental Appendix 4 ARS.**

Urban Systems qualified team will work closely with local interest groups and City Government to protect the environment during the design and construction process. In collaborating on green design, environmental protection and clean up, and smart energy usage, the City of Lansing will receive the best value in sustainable development within the agreed upon budget.



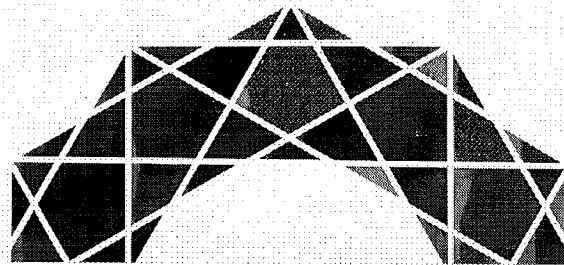
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Redaction of Financial Information, Current Projects,
and Legal Disclosure

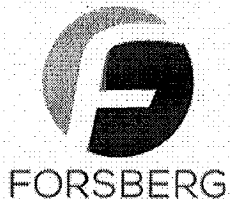
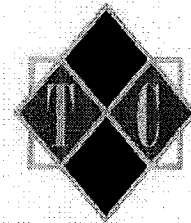
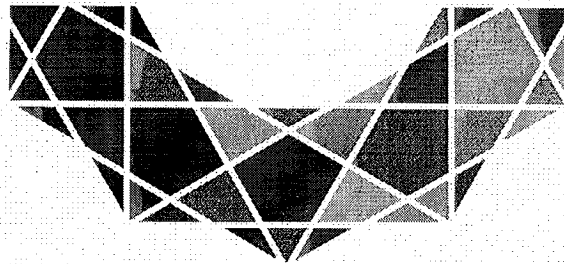
Appendix 1. Identification of Key Personnel



progressive|ae



URBAN SYSTEMS





Patrick Smith

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Mr. Branoff received his undergraduate degree in Finance from Michigan State University and studied International Business at the American College of Thessaloniki in Greece. He continued his education at New York University while studying Real Estate Finance & Investment. An active member in CCIM and the Urban Land Institute (ULI), Mr. Branoff was selected for the 2016 ULI Larson Center for Leadership, a program designed to develop real estate and land use leaders in Michigan.

Brent Forsberg, MIRM

President, TA Forsberg Inc.
Broker, Forsberg Real Estate

2422 Jolly Rd Ste 200
Okemos, MI 48864
517-202-7572
Brent@taforsberg.com

PROFILE

- 20 years real estate development/sales experience
- Five years assisting with grounds and building maintenance in three residential and two commercial office parks
- Four years management experience of eight sales agents, overseeing sales valued at over \$100 million
- Goal-oriented individual with strong leadership capabilities
- Organized, highly motivated, community oriented
- Service oriented, loves working with people

EDUCATION

Hope College, Holland Michigan — *B.A. Political Science*

PROJECTS

- **Elevation.** Okemos, MI. Approximately 390 Unit multi-family with 40,000 square feet of supporting commercial. Project Status: entitlements complete, ground breaking end of November. Value at completion approximately 76M
- **The Wing.** Lansing, MI. A mixed use development comprising of 64 to 128 residences, office, commercial, and maker's space. Project Status: Planning. Value at completion 10M-25+M
- **Tembo Homes.** Lansing MI. Income based housing project aimed at being attainable for residents making 80% to 120% of the AMI for the target neighborhood. Project Status: Proof of Concept
- **Lakeside Preserve.** DeWitt, MI. 357 unit development mixed with single family and condominium sites. Project Status: currently 50% built out. Value at completion +/- 21M
- **Riverwalk Meadows.** Mason MI. 114 Unit Single Family Home Community. Project Status 100% built out, 90% sold. Value at Completion +/- 6.2M

COMMUNITY INVOLVEMENT

Lansing Area Economic Partnership Board
Member, Present

Greater Lansing Home Builders Board
Member, Present

Mason Downtown Development Authority
Board Member, Present

Mason Economic Development Committee
(Chamber of Commerce), 2006-Present

Glens of Willoughby Condominium Board of
Directors, President 2013-Present

Tri-County Imagine Mid-Michigan Prosperity
Initiative, 2015-2016

Lakeside Village Condominium Board of
Directors, 2012-Present

Mid-Michigan Mountain Bike Association
Treasurer 2013-2016

Michigan Mountain Biking Association Board
Liaison, 2014-Present

Santa's Wishlist, Fundraiser drives for coats
and Christmas gifts to underprivileged youth
in Tri County area, 2010-2011- present

Alaska Outdoor Warrior Adventure, working
with Veterans 2014-2016

March of Dimes Celebrity Chef's Auctions,
2009-2016

Mason Chamber of Commerce Board of
Directors, 2010-2013

Junior Achievement, Taught neighborhood
planning, Okemos Schools, 2011

RiverWalk Meadows Community, Board Of
Directors 2003-2006

Have sponsored several local youth sports
teams

Recovery Place Wild Game Dinner
Fundraiser, 2010-2012

Assistant Coach Delhi Youth League, Soccer,
Baseball 2010-2012

Ingham, Clinton, Eaton Affordable Housing
Initiative Sponsor, 2014-2015

PROFESSIONAL QUALIFICATIONS AND ACTIVITIES

- **Member, Institute of Residential Marketing.** Achieved MIRM designation in 2005, the highest Sales and Marketing designation available through NAHB Sales and Marketing Council.
- **Certified New Home Sales Professional.** Achieved CSP designation (24 hour program) from NAHB in 2003.
- **Spike Member of NAHB.** Award designation for recruiting new members.
- **Chair Education Committee, Institute of Residential Marketing, NAHB. 2008**
- **Realtor.** Member of National Association of Realtors, Michigan Association of Realtors, (Insert local board name) since 1998.
- **CCIM.** Have taken CCIM 101, a 40 hour course through the National Association of Realtors based on real estate investment and cash flow analysis of income producing properties. Completed workshop on commercial lease evaluation.
- **CQI Certified.** Capital Quality Initiative. Four week program through Lansing Community College based on Edward Deming's Total Quality Management.
- **Volunteer** with the Greater Lansing Homebuilders and Remodelers Association Annual Fundraiser Dinner, **Executive Parade of Homes Committee**, and **Governmental Affairs Committee.** 2006-2010
- **Speaker, "American Marketing Association"** LCC Campus behavioral marketing 2016
- **Speaker, "Meet the Experts",** International Builders Show, Orlando Florida, 2007-2010.
- **Speaker** at two local school districts on real estate as a profession, and the transition from school to the "real world."

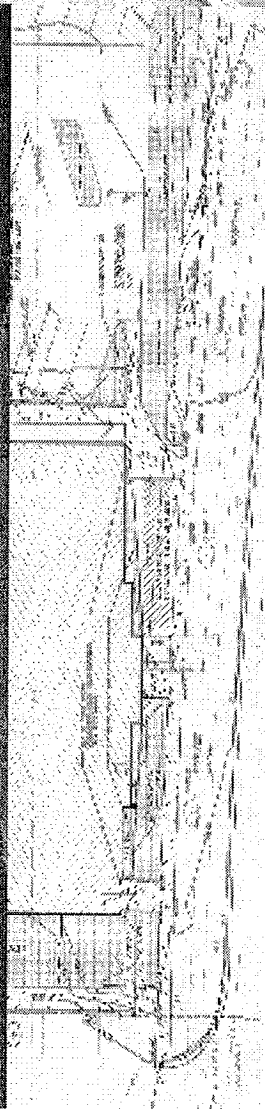
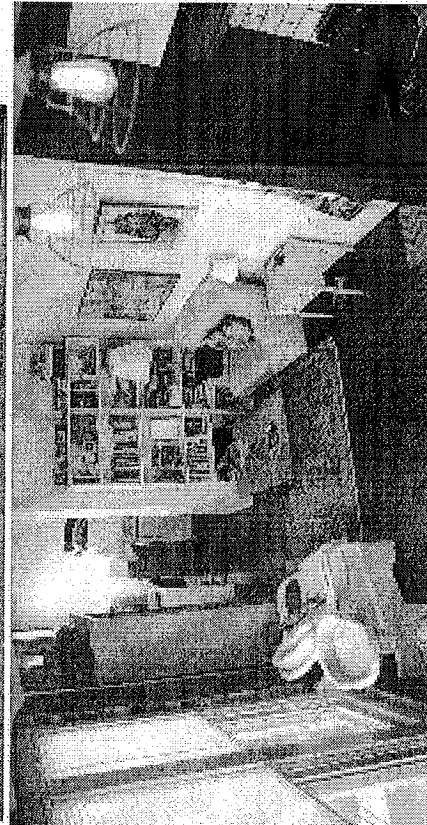
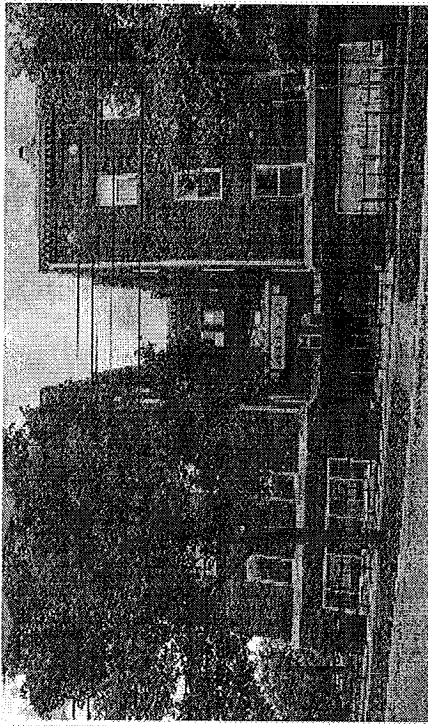
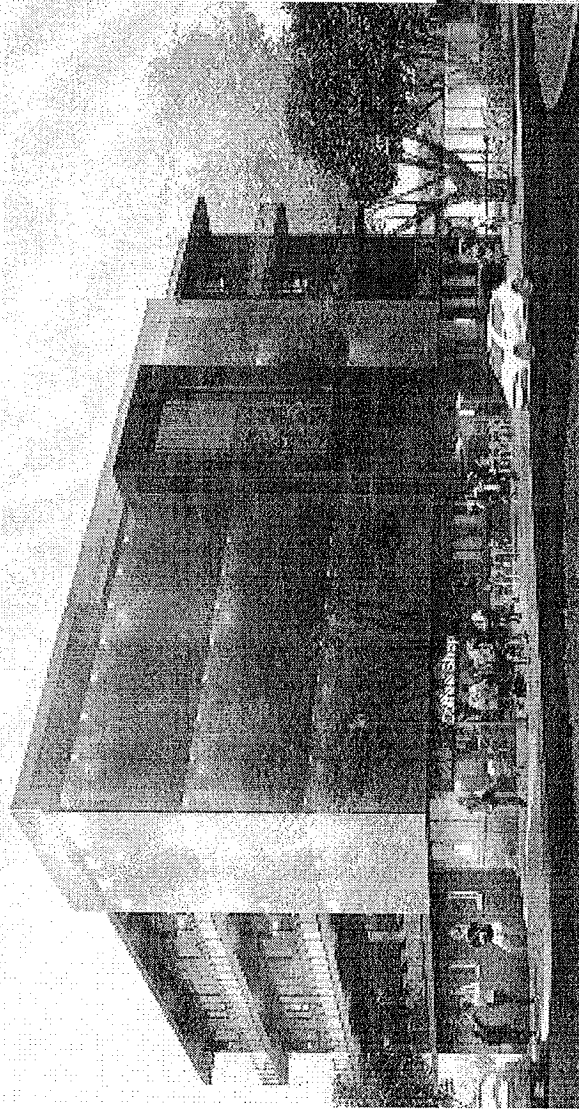
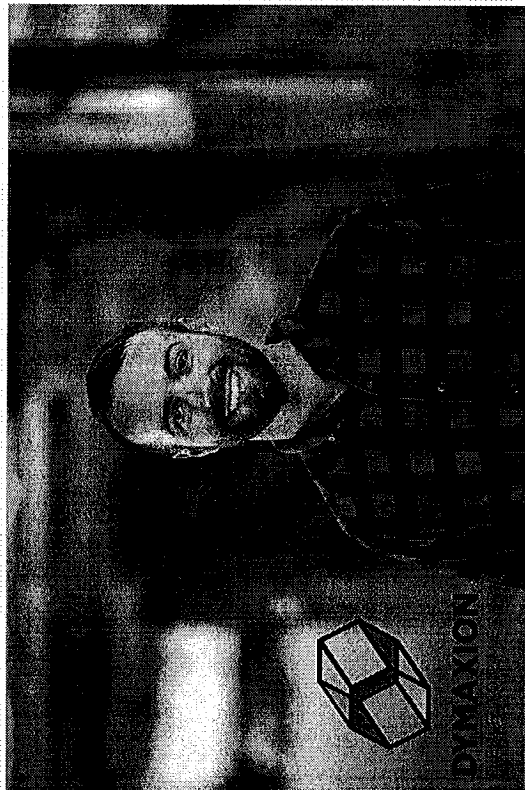
RELEVANT EXPERIENCE AND ACCOMPLISHMENTS

- Assisted in the entitlement of and created a highly successful sales & marketing plan for the MUPUD, Lakeside Preserve. Upon completion Lakeside Preserve will have 350 home sites with over 21M in value.
- Part of leadership on team that completed entitlement process and is currently in preconstruction of Elevation an MUPUD in Okemos, MI. Value approximately 67M.
- Set up yearly operation and marketing budgets for 7 single family home communities.
- Proficient in analyzing investment properties for income potential.
- Set up routine maintenance checks for new home communities.
- Work with facilities team for yearly maintenance and long term capital studies to make sure building operate at maximum efficiency.
- Organized data base that keeps track of short and long term follow up of all prospective buyers and buyers.
- Helps establish business models and budgets for small companies.
- Skilled with the planned sales process of new construction.

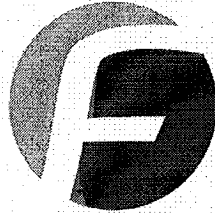
Jeff Deehan of Dymaxion Development

Jeff is a community focused developer who grew up in Lansing and has spent the past 13 years working on single family, multi-family, and mixed use buildings in the area. Jeff has redeveloped dilapidated buildings within Lansing's Urban Core adding much needed quality attainable housing into the area. Jeff approaches development in a wholistic manner, looking at the best product mix that will bring a real qualitative value to the community through by nurturing local business within his commercial developments.

- Proven track record with over 400 completed projects
- Several hundred units currently under management in Lansing
- Focused on creating walkable and livable communities



TA FORSBERG, INC.



WHO WE ARE

A company that provides a solid foundation both financially and emotionally for its employees, clients and customers. Providing and cultivating the best living and working environments in the communities we serve.

MISSION STATEMENT

Enhancing the quality of life in the communities we serve.

VISION STATEMENT

Forsberg means vibrant, wholistic communities that inspire growth and encourage belonging.

2422 Jolly Road, Suite 200,
Okemos, MI 48864



(517) 349-9830



info@taforsberg.com

CORE VALUES

Employee growth & satisfaction:

We don't just aspire to be the best of the best, we want to be the only organization to do what we do. We support one another, we believe in one another, we respect the abilities of one another.

We measure our success, by how much we help those around us achieve their goals.

We focus on what matters to the overall goals of the company.

We are always at our highest and best use of our time.

We are the best educated and most engaged work team in the industry.

Community Service:

Giving everyone in the community a sense of pride and belonging. Adding real quantitative value to the community through outreach.

Customer Service :

We smile

We deliver the best experience on our properties in their competing markets.

We do the right thing, at the right time for the right reasons

WHAT WE DO

Single family home site property developments

Multi-family housing Residential
infill housing Resort style housing
Attainable housing

Michigan Food Innovation District:

A launching pad for growth stage food & agribusinesses

OUR PASSIONS

Smart growth:

We collaborate with several developers in the area along with Tri-County Planning and numerous townships & to produce developments that fall within the guidelines of smart growth principles.

Attainable Housing:

We have partnered with the Ingham County Land Bank to bring more attainable housing to infill lots that were tax foreclosures.

With the Greater Lansing Housing Coalition, we have been working on other affordable housing initiatives and products. We are also looking toward more universal house plans.



Rob Krueger *Partner*

Chief Executive Officer

rkrueger@wielandbuilds.com
517.719.4603

QUALIFICATIONS

- Assoc. General Contractors — Executive Management Training
- 27 Years Commercial/Industrial Experience
- ISO 9001 — Lead Auditor
- Chairman, Engineering Advisory Board, Western Michigan University

EDUCATION

BS, Construction Engineering, Western Michigan University

BS, General Business, Western Michigan University

ROLE AS CEO

- Oversees all Wieland operations including Vice Presidents in each of Wieland's regional offices, in addition to all other executive staff

TOP 5 PROJECTS

1. Hilton British Colonial Hotel Restoration
NASSAU, BAHAMAS
2. U.S. Army Corps of Engineers Headquarters
VICKSBURG, MS
3. The VUE
NEWPORT BEACH, CA
4. General Mills Regional Distribution Center
CHICAGO, IL
5. Dart Container Production Plant
LANCASTER, PA

PERSONAL INFORMATION

- Board Member, Capital Area Soccer League
- Board Member, YMCA of Lansing
- Trustee of the South Church of East Lansing



Norman Farhat *Professional Engineer*

Director of Pre-Construction Services

nfarhat@wielandbuilds.com

517.898.0473

QUALIFICATIONS

- 24 years experience in commercial construction, design and engineering
- Over 15 years experience designing industrial and manufacturing facilities, with special emphasis on structural design and below-surface pits & trenches
- Travelled extensively to foreign countries to consult on facility design and constructibility

EDUCATION

BS, Structural Engineering, Michigan Tech University

PROJECT RESPONSIBILITIES

WIELAND

Pre-Construction Managers

- Works with business development groups to develop budgets and concepts for perspective clients
- Assist project managers in doing take-off and budgets for existing customers
- Works with sub-contractor community to develop strong ties with key vendors
- Provides "hard-bid" on full plans and specs projects

TOP 5 PROJECTS

1. Millenia Apartments, Phase II
ORLANDO, FL
2. Maitland Apartments
MAITLAND, FL
3. Venetian Apartments
FT. MYERS, FL
4. Marketplace Apartments, Phase II
LANSING, MI
5. Bowling Green Metalforming
BOWLING GREEN, KY

PERSONAL INFORMATION

- Professional Engineer: MI, IN, KY, MN, AZ, NM, AL
- National Council of Examiners: Engineering & Surveying
- American Society of Engineers
- American Institute of Steel Construction
- Married with two boys



Gunnar VanDeberg *LEED® AP, Partner*

Vice President / Regional Director

gunnarv@wielandbuilds.com
517.202.3393

QUALIFICATIONS

- Twenty-five years experience in commercial construction
- Specializes in manufacturing facilities for industrial clients
- Wieland employee since 2006
- LEED® AP

EDUCATION

BS, Construction Management, Ferris State University

PROJECT RESPONSIBILITIES

WIELAND

Vice President/Regional Director

- Responsible for oversight and guidance of the WIELAND project team
- Makes regular site visits to review project progress
- Oversees team to make sure they have appropriate tools and equipment

TOP PROJECTS

1. Dicastal North America
GREENVILLE, MI
2. Spring Arbor University - Dormitory
SPRING ARBOR, MI
3. Spring Arbor University - Kresge Commons
SPRING ARBOR, MI
4. Compass Cancer Center
EAST LANSING, MI
5. Gestamp, GCH-1
CHATTANOOGA, TN
6. Gestamp, GCH-2
CHATTANOOGA, TN

PERSONAL INFORMATION

- Coached community youth soccer & AAU basketball
- Volunteer for Habitat for Humanity
- Enjoys fishing, hunting and spending time with his 3 children
- Participated in cliff diving



Matt Getchell *LEED® AP, Partner*

Vice President / Regional Director

mattg@wielandbuilds.com
517.719.2126

QUALIFICATIONS

- LEED® AP
- Wieland employee since 1998
- Has worked as superintendent, estimator and project manager
- Certified Storm Water Operator

EDUCATION

BS, Construction Management, Michigan State University

Duncanville High School Graduate

PROJECT RESPONSIBILITIES

WIELAND

Vice President/Regional Director

- Responsible for oversight and guidance of the WIELAND project team
- Makes regular site visits to review project progress
- Oversees team to make sure they have appropriate tools and equipment

TOP 5 PROJECTS

1. VistaBlue Singer Island
SINGER ISLAND, FL
2. Agro Culture LIQUID Fertilizers
ST. JOHNS, MI
3. Little River Band of Ottawa Indians
MANISTEE, MI
4. South Church Phase III
LANSING, MI
5. British Colonial Hotel
NASSAU, BAHAMAS

PERSONAL INFORMATION

- Active member at South Church in Lansing, MI
- Completed the Lansing Marathon in 2014
- Two time skydiver
- Married to wife Theresa
- Father to three boys



Joe Lorenz

Senior Project Manager

jlorenz@wielandbuilds.com
517.388.4074

QUALIFICATIONS

- Over 20+ year of construction experience
- OSHA 30 Hour
- 25 Years Construction Experience

EDUCATION

BS, Construction Management, Michigan State University

PROJECT RESPONSIBILITIES

WIELAND

Senior Project Manager

- Main point of contact between Owner and Wieland
- Has overall responsibility for project success
- Has overall responsibility for budget compliance
- Oversees the procurement of sub-contractors
- Works with Site Superintendent to ensure quality, safety and schedule

TOP 5 PROJECTS

1. Dicastal Automotive
GREENVILLE, MI
2. Grand Ledge Public Schools
GRAND LEDGE, MI
3. Greenville Public Schools
GREENVILLE, MI
4. Emergent BioSolutions
LANSING, MI
5. East Lansing Public Schools
EAST LANSING, MI

PERSONAL INFORMATION

- Past Chair of Pastoral Council at St. Therese of Liseux Parish
- Enjoys fishing and outdoor activities
- Born in Lansing, MI
- Married with three children



Kieth Ivkovich

Project Manager

kivkovich@wielandbuilds.com
517.449.4793

QUALIFICATIONS

- Fall Protection Certified
- OSHA 30 Hour
- PIV Badge Holder for all Federal Institutions
- Trained as a Heavy Equipment Operator with a Forklift License
- JGL, Scissor Lift, Light Crane and CDL Experience
- Storm Water Certified

EDUCATION

BA, Linguistics and a minor in Construction Management, Michigan State University

PROJECT RESPONSIBILITIES

WIELAND

Senior Project Manager/Project Manager

- Main point of contact between Owner and Wieland
- Has overall responsibility for project success
- Has overall responsibility for budget compliance
- Oversees the procurement of sub-contractors
- Works with Site Superintendent to ensure quality, safety and schedule

TOP 5 PROJECTS

1. Jackson National Life Pump Station
LANSING, MI
2. Portland First Baptist Church
PORTLAND, MI
3. Greenstone Farm Credit
ANN ARBOR, MI
4. Marketplace Phase II
LANSING, MI
5. Third and Grand
DETROIT, MI

PERSONAL INFORMATION

- Volunteers at children's PTA
- Attends Riverview church in Holt, MI
- Coaches son and daughters T-Ball and youth hockey teams
- Swam with sharks in Jamaica and is fluent in Swahili
- Married with two children



Scott Mason

Project Superintendent

smason@wielandbuilds.com

517.719.4585

QUALIFICATIONS

- Wieland employee since 1995
- Management Representative ISO 9001:2008
- First Aid/CPR Training
- 30 Hour OSHA Training
- EPA Certified Professional, Renovation, Repair and Painting (RRP)
- Builder's License
- Certified Storm Water Operator

EDUCATION

JW Sexton High School

PROJECT RESPONSIBILITIES

WIELAND

Site Superintendent

- Has primary responsibility for quality, safety and schedule
- Is on site at project whenever work takes place
- Manages the performance of sub-contractors
- Holds weekly job coordination meetings with subs
- Enforces Wieland's Quality Program and Safety Program

TOP 5 PROJECTS

1. VistaBlue Singer Island
SINGER ISLAND, FL
2. Spring Arbor University-Kresge
SPRING ARBOR, MI
3. South Church-Phase I & II
LANSING, MI
4. Faith Baptist Church
GREENVILLE, MI
5. Riverview Community Church
HOLT, MI

COMMUNITY INVOLVEMENT

- Former PTA President
- Participated in Father-Daughter bowling league
- Enjoys motorcycle riding & woodworking
- Supports cancer research
- Married with four children



Scott Noel

Site Superintendent

snoel@wielandbuilds.com
248.505.0183

QUALIFICATIONS

- OSHA 30 Hour
- CPR Certified
- Retired Union Carpenter
- 32 Years in the MRCC Local 687

EDUCATION

3 Years at Western Michigan University

TOP 5 PROJECTS

1. Vista Blue Singer Island
SINGER ISLAND, FL
2. Auto-Owners Insurance
LAKE ELMO, MN
3. Georgia Masonry Supply
JONESBORO, GA
4. Cranbrook Boys Middle School
BLOOMFIELD HILLS, MI
5. Eagle Creek Academy
OAKLAND TOWNSHIP, MI

PROJECT RESPONSIBILITIES

WIELAND

Site Superintendent

- Has primary responsibility for quality, safety and schedule
- Is on site at project whenever work takes place
- Manages the performance of sub-contractors
- Holds weekly job coordination meetings with subs
- Enforces Wieland's Quality Program and Safety Program

PERSONAL INFORMATION

- Coached travel baseball for six years
- Ducks Unlimited committee member
- Former Deacon at Hillside Bible Church in Ortonville, MI
- Supports wildlife conservation
- Married with one son



Eric Zimny

Assistant Project Manager

ezimny@wielandbuilds.com
517.897.6829

QUALIFICATIONS

- First Aid
- CPR
- Former Branch Manager at nationwide PVF and Fixture Wholesaler
- 13 years experience working with mechanical subcontractors and product manufacturers
- Completed Dale Carnegie Course
- Presconstruction team member

EDUCATION

BS, Business Management and Entrepreneurship specialization, Indiana University
Minor in Communications

PROJECT RESPONSIBILITIES

WIELAND

Assistant Project Manager

- Assists the Project Manager/Senior Project Manager on all job duties
- May be on site with Site Superintendent on a regular basis
- Assists in budget and schedule compliance
- Assists in ensuring quality, safety and schedule
- Assists in contract administration and paperwork

TOP PROJECTS

1. **Gestamp, GCH-1**
CHATTANOOGA, TN
2. **Gestamp, GCH-2**
CHATTANOOGA, TN

PERSONAL INFORMATION

- Enjoys hiking, camping, running
- Enjoys Public Speaking
- Married with three children
- Work Ethic is his best trait



Juanita Pearce

Contract Administrator

jpearce@wielandbuilds.com
517.927.9215

QUALIFICATIONS

- Nine years' experience in accounting in the commercial and residential construction industries.
- Accounting degree with a minor in Business Law.
- Routinely manages the accounting and administration of a large variety of projects with varying values.

EDUCATION

BS, General Business Administration, Central Michigan University

TOP 5 PROJECTS

1. Vista Blue Singer Island
SINGER ISLAND, FL
2. M South Apartments
TAMPA, FL
3. Marketplace
LANSING, MI
4. Davis Park Apartments
DURHAM, NC
5. Jackson National Life Pavilion
LANSING, MI

PERSONAL INFORMATION

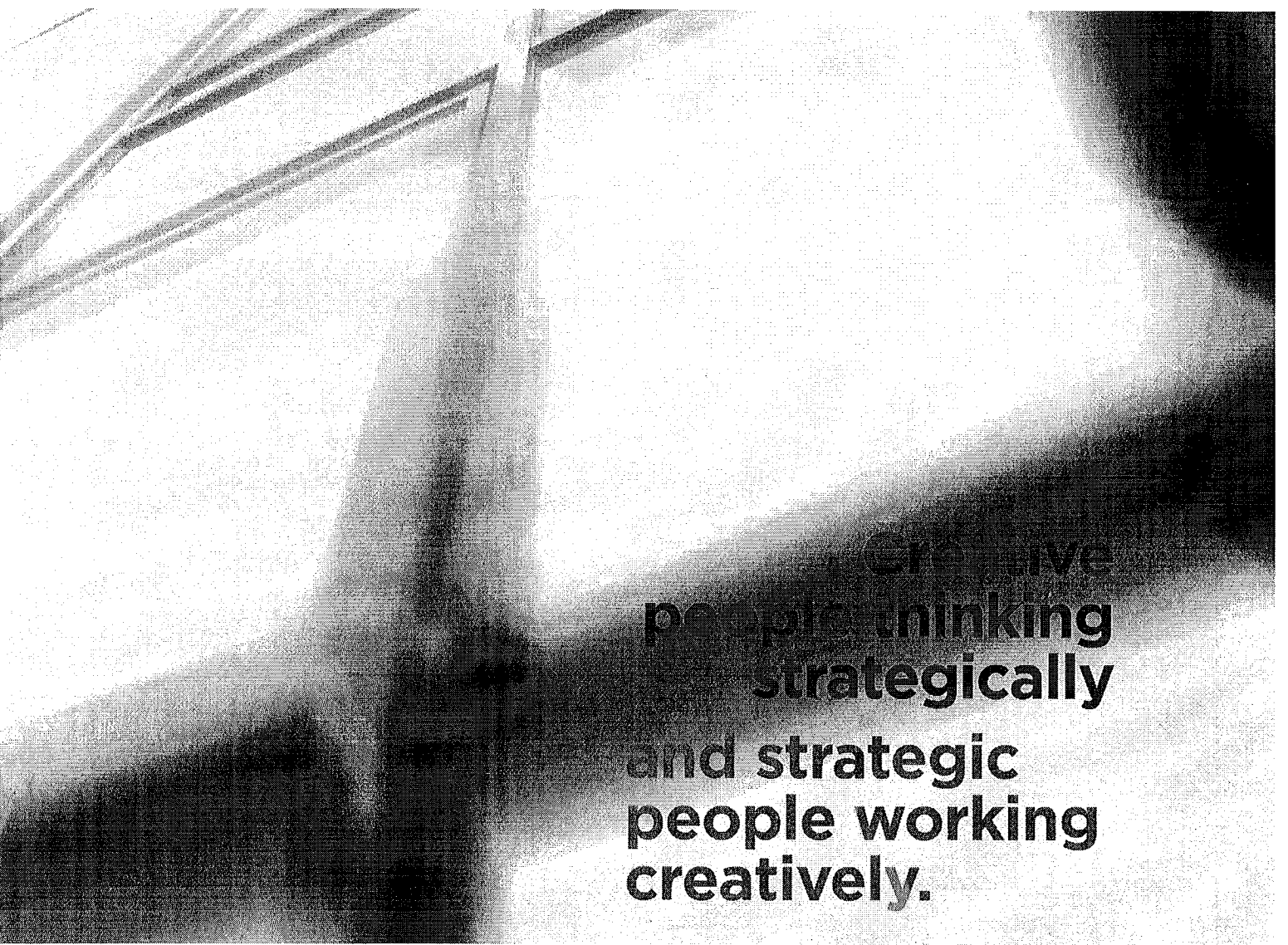
- Resides in Holt, MI
- Married since 2013
- Has two children

PROJECT RESPONSIBILITIES

WIELAND

Contract Administrator

- Has overall responsibility for contract compliance
- Oversees lien waiver and sworn statement administration
- Oversees insurance certificate compliance
- Manages correspondence between sub-contractors
- May coordinate Owner-Architect-Contractor meetings



**Creative
people thinking
strategically
and strategic
people working
creatively.**

OUR STORY: INNOVATION

Our firm has continued to innovate for more than half a century. We have gained considerable wisdom over those years and seen remarkable growth with offices in Michigan and North Carolina and active work in the 48 contiguous states. With 200+ professionals and a full range of expertise, Progressive AE is leading the way in thought leadership and innovative design.

One thing we know is each client faces one-of-a-kind needs that must be met, while keeping the future in mind. This is exciting to us. No challenge is too great, thanks to our comprehensive range of services.

Whatever discipline is required, we have subject matter experts on hand to find the right solution. Our areas of expertise include:

- Architecture
- Design-build
- Engineering
- Interior Design and Procurement
- Landscape Architecture and Urban Planning
- Planning and Consulting
- Water Resources



It's how WE WORK

Performance-based Design helps reveal your future and inform our creative moves. And as we go forward, what was once an idea becomes a reality.

OUR INSPIRATION: YOU

Perhaps even more important than "what" we do is "why" we do it. The answer is simple: your success matters to us.

We predicate our recommendations on the vision you aspire to achieve. We employ certain measures, as well as design and validation checkpoints throughout your project. We assess organizational performance improvements once your company is operating in its transformed environment.

There is a powerful sense of fulfillment that comes from what we do. It is rewarding to celebrate our clients' achievements, and it's a privilege to know we were integral in the process.

OUR APPROACH: PROVEN

As your partner, we'll work with you to set an engagement strategy. To build a better understanding of your organization, we immerse ourselves in your culture, your vision and your changing needs. This enables us to develop a deep understanding of your operational activities and initiatives. There is nothing left to chance in this relationship, because we have a proven process for great results.

Our design process is unique. We call it Performance-based Design. It allows us to develop exceptional solutions for each of our clients, based on needs and aspirations.

Frame

Identify current conditions

Aspire

Imagine future success

Create

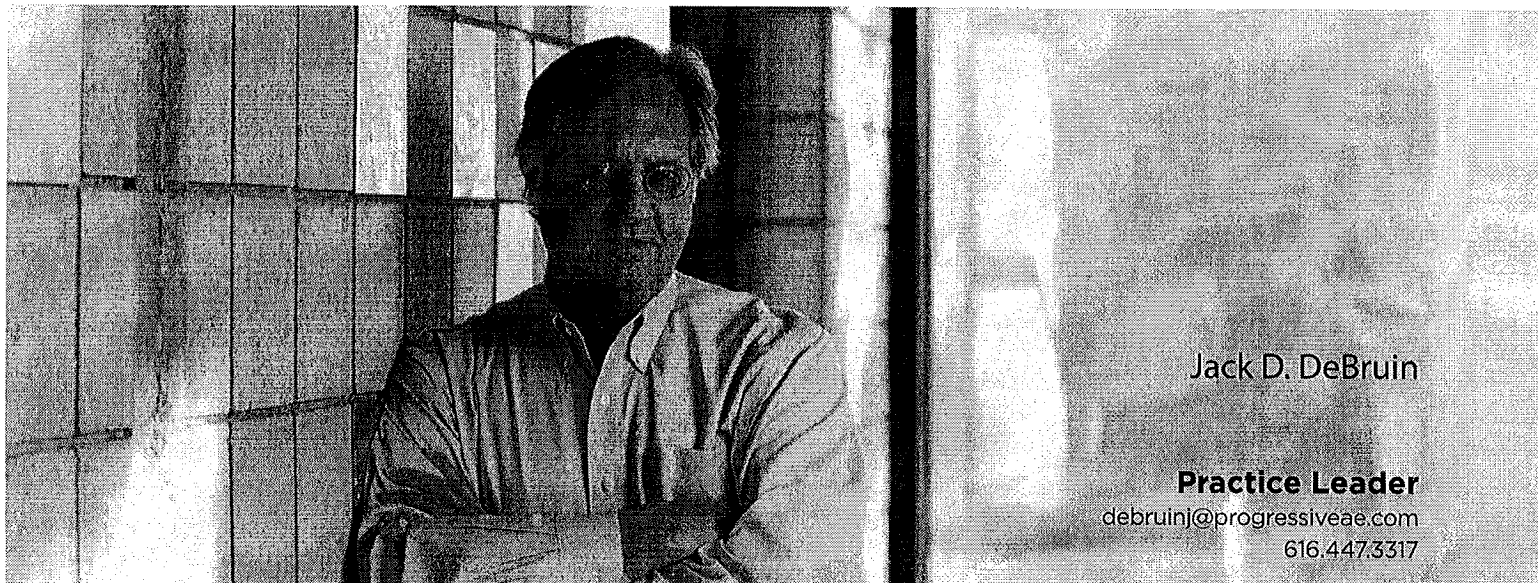
Discover conceptual direction

Integrate

Advance client aspirations

Validate

Measure performance



Jack D. DeBruin

Practice Leader

debruinj@progressiveae.com

616.447.3317

Jack specializes in housing projects. He possesses 30 years' experience and has been involved in every housing project completed by Progressive AE. As a dedicated client liaison, he will take you from the predesign phase through close-out, guiding you through the entire process to ensure success. With a broad and diverse set of skills, Jack's ability to use them intuitively makes each project unique and successful.

Education

Bachelor of Science, Architecture
University of Michigan

Aquinas College

Ravines Apartments student housing (LEED)

Ferris State University

- East/South campus apartments
- West campus apartments
- Student housing study

Western Michigan University

- University Club at Howard
- The Arboretum phases I and II
- Hidden Hills apartments
- Hunter's Ridge apartments
- Campus Court at Knollwood
- Western View phase I (LEED) and phase II

Michigan State University

- Brody Hall renovation (LEED)
- Emmons Hall renovation (LEED)
- Butterfield Hall

Hope College

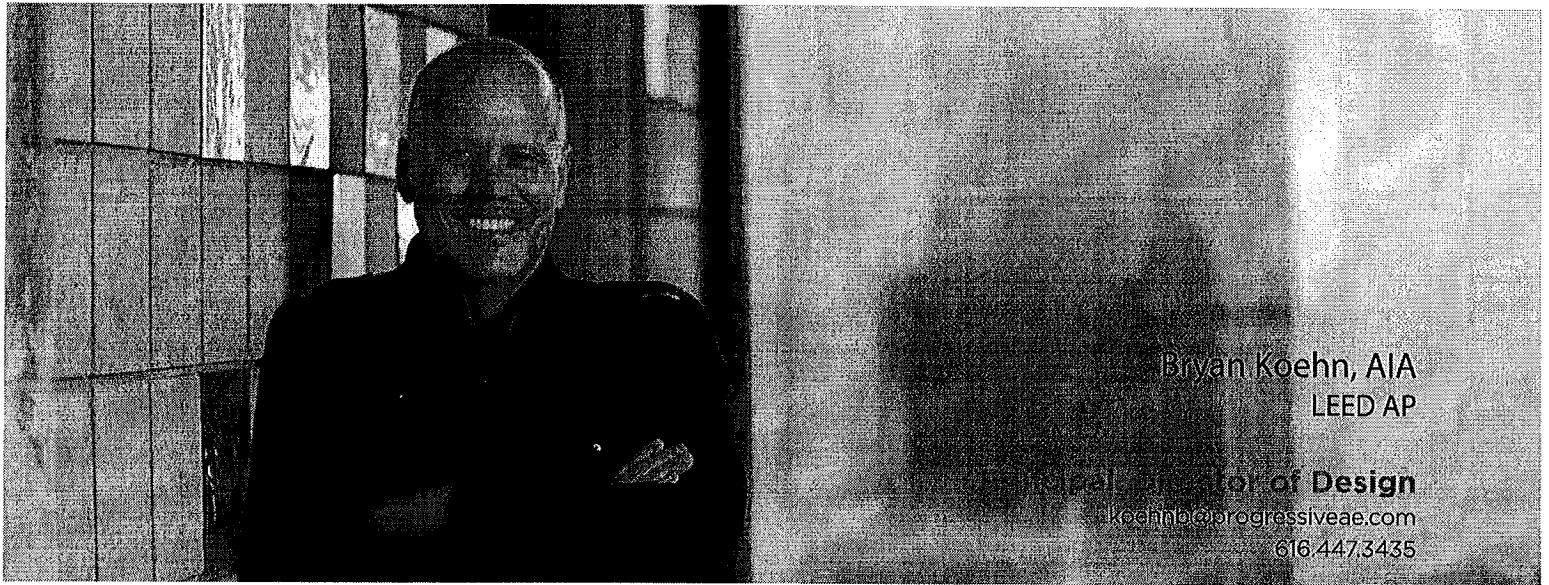
- Tom and Ryan Cook Village
- 8th street housing design
- Proposed student housing

Grand Valley State University

- Alumni House
- Dining Commons remodel
- Kleiner Commons, student housing/Honors College 2008 (LEED)
- North Living Centers 3 and 4 student housing
- South Living Centers A and B student housing
- Art student housing, and Robinson
- Copeland and Kistler dorm renovations
- Laker Village

University of North Florida

Osprey Fountains student housing, LEED; Osprey Commons dining facility, LEED



As the director of design, Bryan applies his experience, expertise and thought leadership to help clients optimize performance. He works collaboratively with clients to frame the overall business needs, goals and objectives in order to create strategic spaces. Bryan earned AIA Michigan's Young Architect of the Year Award, as well as over 25 design awards throughout his architectural career.

Education

Associates of Architectural Technology, Ferris State University

Bachelor of Architecture, Magna Cum Laude, Lawrence Technological University

Master of Architecture, with High Distinction, University of Michigan

Waterford Place

Master planning, programming, and schematic design for phase two, a 150,000 square foot active retirement community

Mary Free Bed YMCA

120,000 square foot 36-acre, LEED certified community centerpiece that supports children, adults and families with unbridled ease of access to healthy living. This revolutionary new facility was designed with everyone in mind using the principles of Universal Design. The facility is a unique and accessible spaces that benefits the local community.

Spectrum Health Corporation

- Blodgett Campus renovation and addition; ambulatory branding and prototype implementation
- Dr. B. Swanson Orthopedic Museum; redesigned newly commissioned orthopedic museum for the history of joint replacement surgery

Western Michigan University

- School of Engineering new campus master planning
- Art school schematic design, gallery, café, retail, auditorium, faculty offices, art labs, and master labs
- Sangren Hall renovation study and conceptual design

Stryker Corporation

Project designer for Instruments office master plan

University of Detroit Mercy

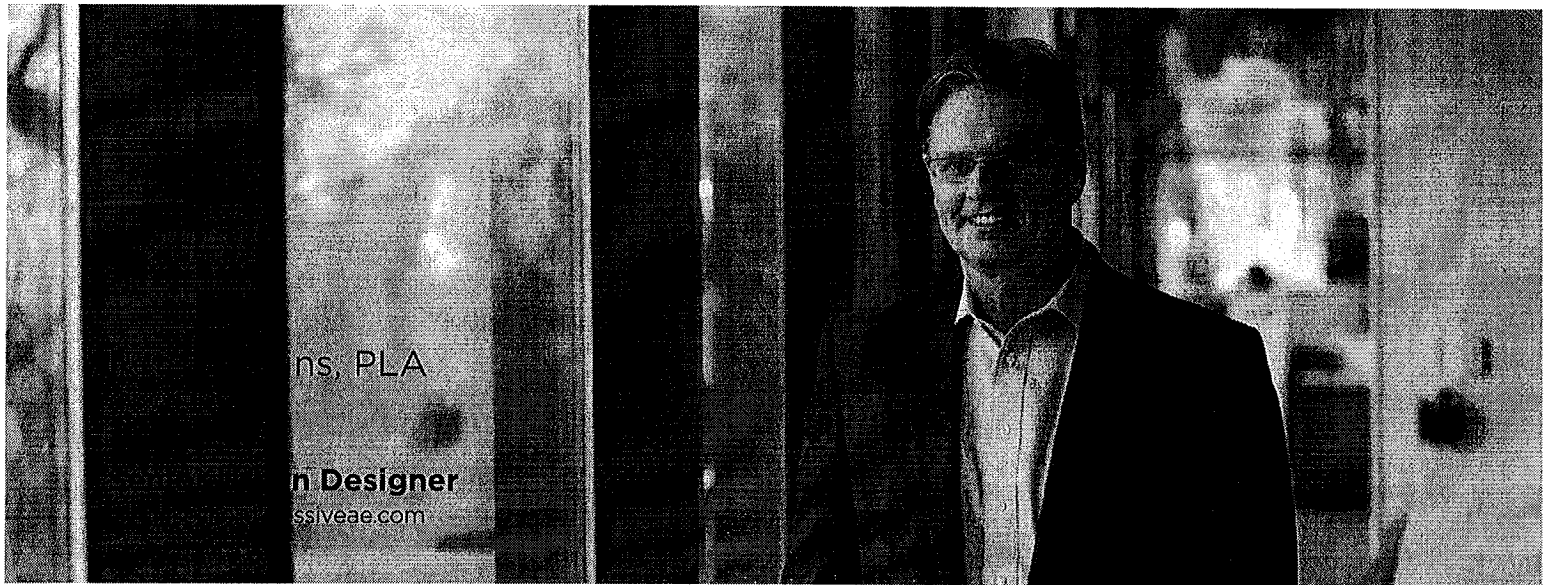
Student Union Center master plan and schematic design; chapel, faculty offices, student services, book store, café, cafeteria, study lounge, dance lounge, and meeting rooms

Lafayette Performing Arts Center

Concept designs for six phase master plan of 2,500 seat theater with lobby, mixed-use retail, rehearsal studios, art museum, parking structure and renovation of existing theater and performing arts center

St. Peter's Catholic Church

New church and master planning



Pete combines the design sensitivity of a landscape architect with the broader perspective of an urban planner. A good deal of his work involves planning in the urban environment on a variety of projects. He is well-versed in campus planning, housing, retail, and public spaces. In addition, many of the projects in Pete's portfolio involve rezoning and site plan approvals.

Education

Bachelor of Science, Urban Planning,
Michigan State University

Master of Landscape Architecture,
University of Michigan

Ada Village Master Plan

Landscape Architect for the study and master plan for the redesign of Ada Village. Assisted in public consensus building, information gathering meetings, preliminary infrastructure design and cost estimating.

Beacon Hill at Eastgate

250,000 square foot, 114 unit independent living facility

Western Michigan University

The Arboretum student housing
University Club at Howard
Western View phases I and II (LEED)
Campus Court at Knollwood

Aquinas College

Student housing (LEED)

Michigan State University

Emmons and Butterfield Hall renovations (LEED)

The Village 48 West PUD

Grand Valley State University

Student housing master plans for campuses in Allendale, Holland, and Grand Rapids, MI

Hope College

Student housing 2011 (LEED)

The Hamptons

Housing development

Gilmore Farms Township

Master plan

Macatawa Legends

Prospective housing development and golf course



Chad Gould, AIA
LEED AP

Senior Architectural Designer

gouldc@progressiveaia.com
616.447.3442

Chad brings a thoughtful, inquisitive approach to the design process. He is focused on making it as fun, exciting, and aesthetically pleasing as the building itself. Strong graphic and visualization skills allow clients to test ideas that respond to their needs, goals, and the uniqueness of a place. Chad's communication skills support working collaboratively to realize the client's vision with workable solutions where the best results come from trusting relationships.

Education

Bachelor of Arts, University of Michigan

Master of Architecture, Miami University

Michigan State University

- Brody Hall renovation (LEED)
- Emmons Hall renovation (LEED)

Hope College

Tom and Ryan Cook Village

University of North Florida

Osprey Fountains student housing (LEED)

Oakland University

Student housing master plan

Studio One Apartments at Wayne State University

Five story mixed use with first floor retail

Western Michigan University

Western View apartments, phases I and II

Fulton Place

Mixed use development with leasable retail space on ground floor and multi-story student or market rate housing in proximity to the Pew Campus of Grand Valley State University

903 East Grand River

Mixed use four story wood frame new construction with parking and commercial space at grade level and residential student housing on upper levels in proximity to Michigan State University

Broomfield Lofts

Five townhome buildings with parking in proximity to Central Michigan University

Olivet College

Cutler Events Center addition

Grand Valley State University

Keller College of Engineering



Paul has more than 10 years of experience in a wide range of project types, scale and complexity. His experience includes all facets of a project from inception to post-construction client management. His background in transportation facilities involved more than 25 agencies and includes more than 50 projects. Paul's experience also encompasses projects in the learning and worship environments, as well as industrial, correctional, low-income housing and municipal/public infrastructure projects.

Education

Bachelor of Science, Andrews University

Master of Architecture, Andrews University

Spring Hill Apartments

Proposed design for four new apartment buildings including forty-eight total three bedroom apartments located in suburban Akron, Ohio. The community is a mix of low income housing types with the new apartments to replace the existing mid-rise garden apartments, which currently reside at the site. The project is currently seeking Low Income Housing Tax Credits (LIHTC) from the State of Ohio.

River's Edge Apartments

39 unit luxury midrise apartment building along the Grand River in downtown Grand Rapids. One and two bedroom apartments in the 850 - 1,300 square foot range occupy the top four floors. Enclosed resident parking (one per apartment) and first floor retail (restaurant) round out the project.

345 State Street Housing

65,883 square foot, 34 unit, four story apartment building includes a mix of one and two bedroom low income rate apartments as well as an 18 car parking garage and exterior garden courtyard

Diamond Place Mixed Use Housing

Diamond Place will be a mixed income development for 160 residents in one and two bedroom apartments just outside the thriving Grand Rapids medical district. Residential units in this four story development mask a parking ramp at the site's edge and create a large public courtyard and gathering space. In addition to housing, this development will provide almost 25,000 square feet of ground floor commercial space including a new urban grocery, a much needed amenity for the City and this under-served neighborhood.

Ferris State University

North Campus Residence Hall

The accelerated timeline, set by Ferris, meant our team had to work efficiently and effectively with construction partners and university decision makers. Known as a "fast-track" project, the building's design and construction occurred within a 15-month window - roughly six months faster than what would be typical for a similar project. Weekly meetings were held to ensure deadlines and milestones were hit. Currently under construction, the North Residence Hall is on schedule to welcome students in the fall of 2017. The new building will feature: 200 suite-style rooms; 400 beds, three dedicated classroom spaces, full community kitchen, and game area featuring pool tables dedicated video gaming space

OUR DRIVING FORCE: THOUGHT LEADERSHIP

As a community of professionals, we bring a diverse collection of skills and perspectives to the table. Unity and a collaborative outlook are championed at every level. Our leadership not only takes time to assess our strategic path, but actively engages in the work to share in our clients' collective successes.

We consider it a privilege to earn your trust, as we help you anticipate what lies ahead, prioritize resources, and chart a flexible course for ongoing success.

Thank you for your interest in Progressive AE.
We look forward to discussing your needs.

CONTACT US

Charlotte Office

330 South Tryon Street #500 | Charlotte, NC 28202
phone 704.731.8080

Grand Rapids Office

1811 4 Mile Road NE | Grand Rapids, MI 49525
phone 616.361.2664

Muskegon Office

800 Ellis Road #144 | Muskegon, MI 49441
phone 231.799.4960

Meet our people

progressiveae.com/people

View our work

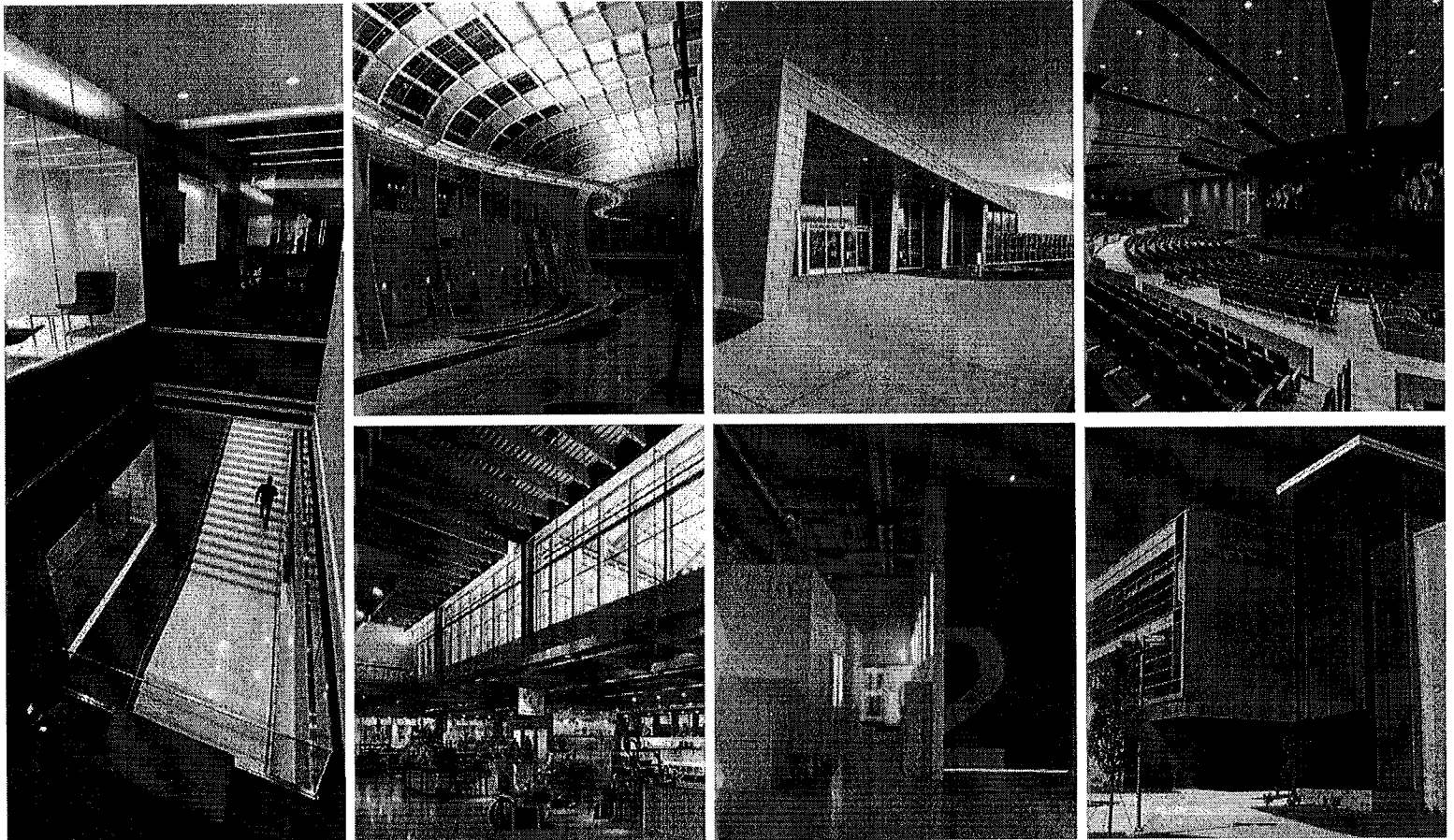
progressiveae.com/portfolio

Read our blog

progressiveae.com/strategic-insights

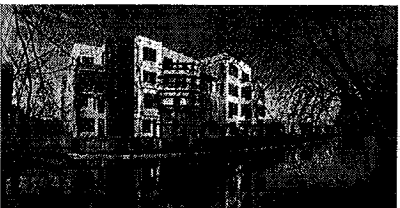
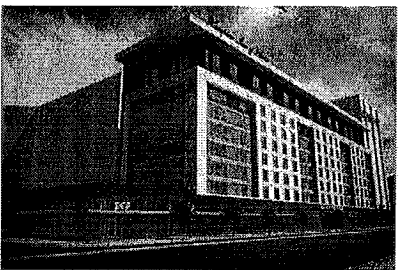
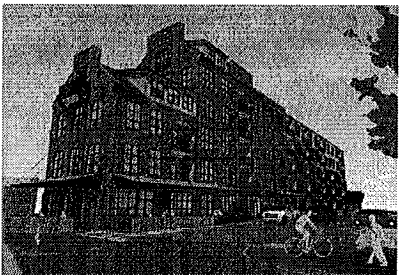
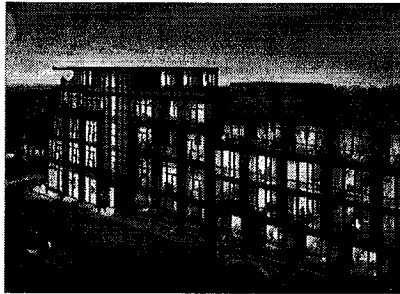
Watch our testimonials

progressiveae.com/testimonials



ADVANCED REDEVELOPMENT SOLUTIONS

- ✓ redevelopment experience in over 100 Michigan communities
- ✓ working with over 60 incentive & financing programs
- ✓ billions in private investment projects served
- ✓ over \$1 billion in incentives secured
- ✓ building public/private partnerships to spur development
- ✓ helping businesses thrive while building strong communities



Organization

Advanced Redevelopment Solutions is a Michigan-based firm with offices in Lansing and Traverse City. Advanced Redevelopment Solutions provides specialized real estate consulting services to developers, investors, public agencies and other real estate professionals throughout the Midwest. Our uniquely crafted solutions are customized for each assignment to provide our clients with transformative options toward the redevelopment of distressed and underperforming real estate assets.

Mr. Eric P. Helzer, EDFP, Principal of the firm has over 25 years of multi-disciplinary real estate experience in development finance, environmental & civil engineering, consulting, development, owner's representation, and construction management. Mr. Helzer's and the firm's other professionals provides the essential skills and knowledge to maximize a property's value.

Organizational Objective

Helping businesses thrive while building strong communities.

Service Lines

- ✓ Incentives Consulting
- ✓ Redevelopment Ready Sites Consulting
- ✓ Entitlement Management
- ✓ Owner's Representation
- ✓ Development Project Management

Locations

Lansing Office
PO Box 204
Eagle, MI 48822

Traverse City Office
101 N. Madison
Traverse City, MI 49684

ADVANCED REDEVELOPMENT SOLUTIONS Eric P. Helzer, EDFP, Principal

Phone : 517.648.2434 | Email : AdvancedRedevelopmentSolutions@outlook.com | 2017.08.10

ERIC P. HELZER, EDFP

Biographical Profile



Eric P. Helzer, EDFP is the Principal of Advanced Redevelopment Solutions which provides specialized real estate consulting services to developers, investors, public agencies and other real estate professionals throughout the Midwest. Their uniquely crafted solutions are customized for each assignment to provide their clients with transformative options toward the redevelopment of distressed and underperforming real estate assets. Mr. Helzer's over 25 years of multi-disciplinary real estate experience in economic development finance, environmental & civil engineering, consulting, development, owner's representation, and construction management provides the essential skills and knowledge to maximize a property's value. Mr. Helzer is a resourceful thinker that combined with his persistence, unique and diverse background and expertise makes him extremely adept at resolving issues and creating opportunities to reposition real estate assets.

Prior to founding Advanced Redevelopment Solutions Mr. Helzer was Vice President of Economic Development & Incentives at AKT Peerless, a nation-wide consulting firm. His role included facilitating, evaluating, recommending and coordinating all types of economic development incentives at the federal, various states and local units of government level (such as Cash Grants & Low-Interest or Forgivable Loans, Tax Increment Financing and Tax Abatements to name a few). Before AKT Peerless he served the Michigan Economic Development Corporation (MEDC) as its Brownfield Program Team Leader where he was responsible for developing/implementing Brownfield strategies, policy & guidance documents for the State. His role included coordinating, evaluating, and recommending the approval of Michigan's Brownfield Programs (Tax Increment Financing & Credits). Over the first 15 years of his career Mr. Helzer was directly involved with real estate development from land acquisition through construction, environmental assessment through remediation and preliminary cost projections through secured financing. His roles included ownership, Vice President, Principal Consultant, Project Manager and Engineer.

Mr. Helzer's experience includes over 60 enhancement programs at the federal, various states & local government level including, Incentive Packaging, Strategic Planning & Policy Structuring/Facilitation and Securing numerous types of: Grants & Loans, Tax Increment Financing & Abatement incentives, Tax Credits, and other programs. His 25 years of economic development work has resulted in thousands of new jobs and hundreds of millions of dollars in new private investment within over 100 communities on over 400 transformational projects (including planned community and mixed-use development projects, industrial, residential, and commercial developments). He approaches the redevelopment of difficult sites by identifying not only the physical obstacles, but the financial hurdles, quantifying their cost and facilitating and structuring the correct incentives to position the property for redevelopment and success. Mr. Helzer earned a Bachelor of Science in Civil/Environmental Engineering from Michigan State University in 1992 and is a certified Economic Development Finance Professional. Mr. Helzer resides in the Lansing area with his wife Kathy and their two children.

Eric P. Helzer, EDFP

Principal

Advanced Redevelopment Solutions

517-648-2434

ephelzer@msn.com

Contact Eric P. Helzer on LinkedIn

Tracy Cross & Associates, Inc. is a professional consulting group serving the real estate industry in the areas of market analysis, strategy development, and marketing. From population demographics and psychographics, through economic variables, area comparables and locational factors, to growth and absorption projections, the firm's primary goal is to identify residential market opportunities where they exist, and to define what the market *is* and what it *is not*, thereby guiding its client base each step of the way along a rational, workable path to success.

Tracy Cross & Associates was founded in 1980 and represents virtually all major Chicagoland developers, builders and their lender partners as well as several public agencies and governmental bodies. On a national scale, the firm's expertise in consumer buying and renting patterns has led the company into the planning framework of larger-scale master-planned communities, numerous suburban developments, local redevelopment areas, and infill initiatives in inner cities and in mature, built-up suburban areas. Geographic areas of specialized focus include the Midwest, South Atlantic, South Central, and Mountain regions of the country.

Headquartered in Schaumburg, Illinois, Tracy Cross & Associates, Inc. offers a full range of services including but not limited to....



SERVICES OFFERED BY TRACY CROSS & ASSOCIATES, INC.

Service	Description
Strategic Planning	Insights to a market, metropolitan area, or region.
Product Planning	Developing the right mix with the right product, with the right features, at the right price or rent.
Master-Planned, Golf Course, and Traditional Neighborhood Development	What to plan, what to build, and how to price.
Urban and Infill Communities	Grasping the complexity of this highly segmented lifestyle market.
Municipal, County, and Regional Applications	Transferring to governmental bodies, an understanding of the residential market and how it applies to revitalization, gentrification, and other forms of housing or mixed-use development.
Action Plans for the Suburban Environment	Design, pricing, and absorption analyses for the single family, townhome, and condominium builder.
Keeping Pace in the Rental Sector	Meeting the consumer head-on with the right product at economically viable rents.
Custom Home and Luxury Development	Competing for the discretionary consumer.
Active Adult and Age-Targeted Opportunities	Developing the discipline needed to successfully sell to this most fickle market.
Second Home and Resort Development	Bringing the buyer to ocean, mountain, lake, and other recreational retreats.
Senior, Congregate, and Continuing-Care Communities	Recognizing the depth of the complex elderly market.
Affordable and Subsidized Housing	Making a development work in your community.
Distressed Asset Analyses	Market based solution-oriented repositioning strategies providing corrective action plans for underperforming assets.
Retail/Commercial Analyses	The art and science of market research applied to the retail and commercial sectors, defining true market demand for various potential uses.



Residential Market Trends represents an audit of all production-type single family, townhome, and condominium communities in selected metropolitan areas throughout the country summarizing sales and pricing trends on a per project basis. Since 1980, Tracy Cross & Associates, Inc. has conducted quarterly and semi-annual audits of metropolitan Chicago's for sale and rental apartment sectors for the company's selected builder clients.

Redevelopment Market Analyses are feasibility studies that determine the highest and best residential and/or mixed-use opportunities for a selected property(s) that had previously been otherwise utilized. Studies conducted throughout the U.S. by Tracy Cross & Associates, Inc. include numerous investigations in the city of Chicago; in Denver and Omaha proper; in South Bend for the University of Notre Dame; in Des Moines for LADCO Development; and in other metropolitan areas such as Cleveland, Detroit, Milwaukee, Peoria and Freeport (IL), Hammond and Mishawaka (IN), Troy (MI), and St. Louis. Tracy Cross & Associates was also the lead market research group in the redevelopment of the Glenview Naval Air Station, one of the most successful mixed-use residential communities in the country at the time.

Downtown/Inner Suburban Market Analyses involve research formulated to provide clients market supportive product design criteria for selected properties in urban settings including those in first and second ring suburban areas. Recent area studies have been conducted on behalf of the cities of Evanston, Lincolnshire, Oak Park, Richton Park, Tinley Park and others throughout the Chicago metropolitan region, as well as in Salt Lake City, Columbia (MD), Honolulu, Glendale (CA), Bayside (WI), and Milwaukee. Not to be dismissed are investigations in urban centers of Denver and Omaha, all of which included both for sale and rental apartment product.

Affordable/Moderate Income Market Studies focus upon rental product designed for low and moderate income households. Tracy Cross & Associates, Inc. is an approved consulting group for the Illinois Housing Development Authority (IHDA) and in this capacity has worked throughout the state, as well as in Wisconsin, Indiana, and in Hartford (CT), on various communities in both the senior and family sectors of the market.

Age-Qualifying Market Analyses reflect an expertise in age-qualifying housing alternatives ranging from the active adult to service-enhanced congregate housing subsets for a client base which includes Pulte/Del Webb, Cambridge Homes, Lakewood Homes, Presbyterian Homes, Franciscan Ministries, VibrantLiving Communities, and the Board of Directors of King-Bruwaert, among others.

Distressed Asset Analyses reflect an expertise in specialized analyses of under-performing projects and/or entitled landholdings providing pragmatic, repositioning guidelines which enable municipal or financial entities to determine appropriate workout assistance and/or disposition strategies. Tracy Cross & Associates, Inc. has conducted numerous distressed asset analyses for its lender, developer and municipal client base in recent years, including Harris Bank NA, Midwest Bank, MB Financial Bank, Fifth Third Bank, First United Bank, DeMotte State Bank, and Kalamazoo County State Bank, among others.

Retail/Commercial Analyses are feasibility studies that determine the highest and best commercial/mixed-use/entertainment/civic development initiatives necessary to attract and retain high quality investment in a given area. Designed in a forward thinking manner and within the context of localized commercial demand, recommendations include detailed category-uses, timelines of supported uses, recommended space allocations and lease rates which allow new development initiatives to complement existing stakeholders. Commercial/retail analyses have been conducted in tandem with urban redevelopment initiatives for numerous governmental agencies, municipalities, and/or public/private partnerships including, but not limited to, the Illinois Housing Development Authority, the cities of Chicago, Peoria, Freeport, Oak Park, Evanston, Orland Park and Urbana in Illinois; Hammond, Lake Station, and Michigan City in Indiana; in Madison, Milwaukee, Kenosha, and West Bend in Wisconsin, in Austin, Houston, and Fort Worth in Texas, and numerous others.



SUMMARY PROFILE OF PRINCIPALS

G. Tracy Cross **President**

Tracy Cross is president and chief executive of Tracy Cross & Associates, Inc., a national residential market analysis firm established in 1980. Based in Schaumburg, Illinois, the company provides critical feasibility, product planning, marketing, and business strategy services for builders, developers, and their financial partners. The company also furnishes its knowledge and understanding of the residential market to counties, municipalities, and various government agencies.

A 40-year plus real estate veteran, Tracy has served in both management and analytical capacities on a wide variety of assignments. Mr. Cross' expertise in areas of economics, demographics, and consumer buying and renting patterns has led the company into the planning framework of larger-scale master planned communities, suburban developments, local redevelopment areas, and infill initiatives in inner cities and in mature, built-up suburban areas.

Tracy began his career as an industry economist with the Department of Housing and Urban Development in Washington, D.C. and held vice-president positions with the Larwin Group in California, the Hoffman Group in the Chicago area, and Home Data Corporation also based in northeastern Illinois.

Mr. Cross holds a Bachelor of Science degree in Economics from Santa Clara University and a Master's degree in Regional and Urban Economics from the University of California at Los Angeles. He has conducted numerous seminars and continues to contribute as a speaker and workshop leader at national and local conferences sponsored by the National Association of Home Builders, the Urban Land Institute, Lambda Alpha International, and Chicago Association of Commerce and Industry. He also has served as guest lecturer at the University of Illinois, UCLA, DePaul University, the University of Wisconsin and Roosevelt University and has been widely quoted in the *Chicago Tribune*, the *Chicago Sun Times*, *Crain's Chicago Business*, and a host of trade journals and publications.

Erik A. Doersching **Executive Vice President and Managing Partner**

Erik A. Doersching, Executive Vice President and Managing Partner of Tracy Cross & Associates, Inc. has been a member of the firm since 1989. He is currently responsible for all aspects of economic and competitive analysis, and is the project coordinator for each feasibility assignment contracted by the firm.

Mr. Doersching's involvement in this industry has taken him throughout most major markets in the United States. He has participated in projects which include large-scale planned unit developments, marina-oriented development, active adult communities, senior housing, country club communities and various other urban and suburban developments.

In addition to his full breadth of feasibility and consulting responsibilities for the firm's client base, Mr. Doersching has served as one of the featured panelists for the Homebuilders Association of



Greater Chicago's annual "Meet the Experts" market forum. He has also presented at the economic symposium held during the annual Midwest Builders Show, and has been a guest lecturer at Roosevelt University's Chicago School of Real Estate.

Mr. Doersching holds a B.A. degree in Communications from St. Norbert College, DePere, Wisconsin and is a member of the National Association of Home Builders, Homebuilders Association of Greater Chicago, ULI, and the honorary land economics society of Lambda Alpha International.

HollyAnn Eageny
Vice President Client Services

HollyAnn Eageny, Vice President of Client Services, joined Tracy Cross & Associates, Inc. in 1993. She is responsible for the coordination of all aspects of economic and competitive analyses conducted by the firm, and continues to author project specific feasibility assignments as well as strategic planning initiatives for the company's builder and developer clientele.

Ms. Eageny's experience includes numerous large-scale master-planned communities, urban infill and redevelopment initiatives in both the public and private sector; as well as specialized analyses of the complex income-qualified affordable, active adult, congregate retirement, and special needs housing subsets in markets throughout the country. She also serves as corporate liaison for several regional divisions of the firm's nationally-based clientele.

During her tenure, Ms. Eageny has been instrumental in formulating strategies and procedures to refine the presentation of the firm's consulting and market analyses abilities, and coordinates new business inquiries and contract initiation for the company. She is a member of the Management Committee, and is directly involved in mentoring and managing the firm's analytical staff.

Ms. Eageny graduated summa cum laude from George Williams College with a Bachelor of Science in Business Leadership and a Bachelor of Arts in English Studies. She is a member of the Urban Land Institute, the National Association of Home Builders, the Home Builders Association of Greater Chicago, the National Housing & Rehabilitation Association, and several civic organizations. Prior to joining Tracy Cross & Associates, Inc., Ms. Eageny enjoyed five years consumer marketing experience with Jacobs Suchard USA.





Peter J. Kulick

Member

Overview

Peter is a tax attorney with wide ranging experience representing clients in transactional matters. Peter's tax practice focuses in the areas of tax-exempt bonds issuances, tax-advantage financings, partnership taxation, mergers and acquisitions, and cross-border tax planning. In addition, Peter has significant experience representing clients in administrative and regulatory matters, real estate development, gaming law, and general business transactional matters.

Prominent Assignments

Tax counsel for the issuance of billions of dollars of tax-exempt bonds. Peter has served as tax counsel in tax-exempt bond financings such as 501(c)(3) hospitals, other qualified 501(c)(3) bonds, housing, multi-family housing, senior living facilities, educational facilities, exempt facility bonds, transportation, and traditional government financings.

Tax counsel relating to continuing tax law compliance requirements for tax-exempt bonds, including arbitrage and rebate requirements.

Representing bond issuers and conduit borrowers in examinations before the Internal Revenue Service.

Counseling developers, nonprofit, for-profit, and government entities with respect to over \$100 Million of tax-advantaged financings and economic development incentives including federal New Market Tax Credits, federal Historic Rehabilitation Credits, state tax credits, and other federal and state tax incentives.

Federal partnership taxation, including tax planning and counseling in connection with the formation, capitalization, operations and terminations of entities taxed as partnerships.

Tax planning and compliance counseling with respect to structuring mergers, acquisitions, disposition and business transactions to minimize taxes and comply with federal tax laws.

Tax counsel to non-profit entities with regard to formation, exempt status, UBIT and transactions with for-profit entities.

TG Missouri Corp v. Commissioner, 133 T.C. No. 13 (2009) -- (successfully represented taxpayers in lead national case involving interpretation of statutory provisions allowing for the federal Research Credit).

Representing of real estate developers in the acquisition, development, financing and sale of commercial and multi-family residential projects.



Thadd Gormas, Owner

Thadd has a strong record of creating collaborative, inclusive work environments, and serves as Executive Director of a non-profit association. A 16-year veteran in public affairs, Thadd is experienced with nonprofit service, advocacy and community engagement. His tenure includes the State Executive Office, a non-profit organization, a multi-client public affairs firm and various administrative staff positions in the Michigan Legislature.

Most recently, Thadd comes from the Michigan Senate where his team is responsible for the \$25B Health and Human Services agency budget. Known as a trusted source by community stakeholders throughout Michigan, Thadd's major contributions are land-use and health care system reforms. He has been instrumental in designing public services around communities as envisioned in the Healthy Michigan Plan design.

A lifetime resident of the Lansing area, Thadd is a familiar face at community events in Lansing with his wife and young children. Thadd serves as an advisory board member at the University of Michigan's School of Public Health for their nationally recognized Center for Value-Based Insurance Design (VBID).

Kevin McKinney, President, McKinney & Associates

Kevin McKinney is President of a Lansing based advocacy firm. Has been a long-time community and civic activist involved in a number of community organizations including: leadership functions and serving as president of the Downtown Neighborhood Association, Lansing Principal Shopping District, Lansing 2000, Lansing Center as well as serving on the governing boards of Lansing Regional Chamber of Commerce and the Greater Lansing Convention/Exhibition Authority.

Representative Clients

- Private Equity Funds
- Developers

Professional Involvement

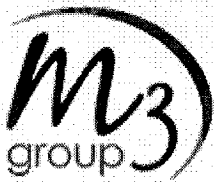
- National Association of Bond Lawyers
- Michigan Bar Association (Member, Tax Section)
- American Bar Association (Member, Taxation Section and Partnership/LLCs and Tax Exempt Financing Committees)
- International Masters of Gaming Law
- Ingham County Bar Association

Community Involvement

- Former aide to United States Senator Spencer Abraham (R-MI) and Congressman Dick Chrysler (R-MI)
- Providing pro bono legal assistance to various non-profit organizations with respect to federal tax exemption matters
- Member and Vice Chair, Board of Directors, Capital Area Housing Partnership, Inc.
- Former Member and Former Chair, Board of Directors, Franklin Street Community Housing Corporation

Publications/Presentations

- "A Tale of the Federal Research Credit – Using TG Missouri to Maximize the Benefit," 20 J. Multi-State Tax 20, (2010).
- Chapter 11 Bankruptcy Cases Involving Casino Businesses, Collier Guide to Chapter 11 Practice (2010).
- Prolific author of gaming and tax law articles published in leading publications such as Casino Lawyer, Casino Enterprise Management, ABA Gaming Law Gazette, the Gaming Law and Economics Review, Drake Law Review, John Marshall Law Review and various other gaming industry publications and frequent panelist at national gaming law and tax law conferences.



M3 Group

As a full-service branding agency, M3 Group brings creativity to our clients and assists them in process maintenance of every facet of their brand — from marketing and corporate consulting to PR and advertising services, we do it all.

M3 Group develops campaigns to keep messaging fresh and interactive, attracting new audiences while enamoring current clients. Our integrated approach and full-service team allows us to leverage everything from video, social media and public relations (PR) to creative copywriting, media buying and eye-catching collateral to create a plan that is unique to each project.

M3 Group can communicate unique stories with positive messaging, develop earned media and get ahead of potential roadblocks through press releases, media mentions, and our state-of-the art public relations reporting system, fostering strong relationships between our clients and the media.

President and CEO, Tiffany Dowling:

Tiffany has managed public and private accounts of varying sizes for more than 19 years. She worked on public relations efforts for Lansing-based biotech organization Neogen Corporation before becoming a public relations director at Starr Commonwealth, a nonprofit organization where the average age of its donor-base was 67 years old when she arrived and 42 years old when she left. Prior to starting M3 Group, Tiffany was appointed by Gov. John Engler as the marketing and public relations director for the Michigan Department of Career Development. Since founding M3 Group, the full-service branding agency has received numerous awards. In addition to running M3 Group, Tiffany publishes *Capital Area Women's LifeStyle Magazine*, *Greater Lansing Business Monthly* and *ing Magazine*.

Marketing Account Specialist, Spencer Flynn:

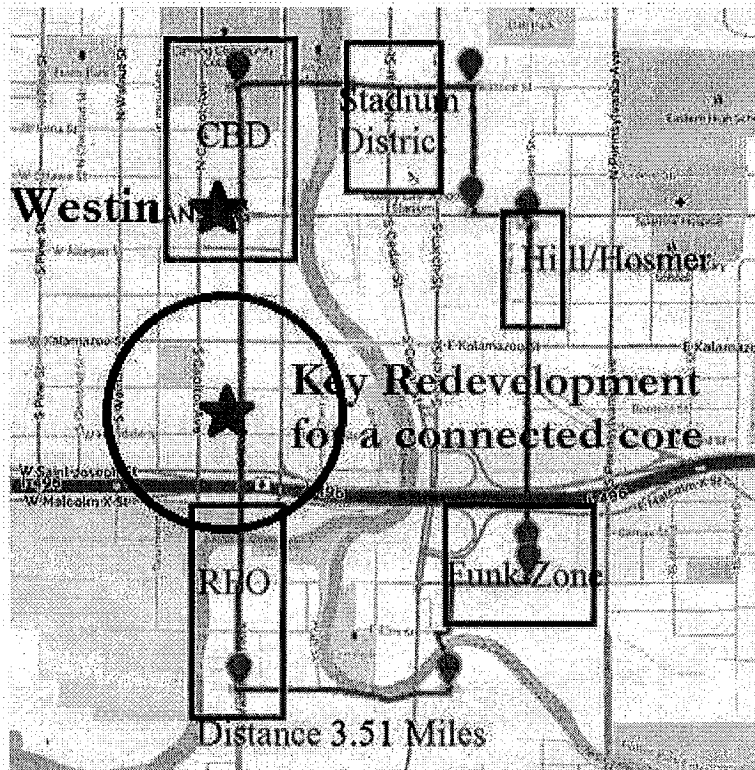
Spencer is responsible for a number of accounts currently working with M3 Group. Spencer is the communication liaison between the client's needs, wants and expectations, translated to the team at M3 Group. Spencer oversees all aspects of the client's customized M3 Group plan including, but not limited to brand implementation, new/traditional media, media buys, public relations, social media, events and more. Other responsibilities include public presentations, business generation and retention, strategic business planning, internal communications and overall agency communication.

Appendix 2 . Mission & Vision



Urban Systems LLC — CapitolVistaPlaza.com — “Enhancing the Built Environment”

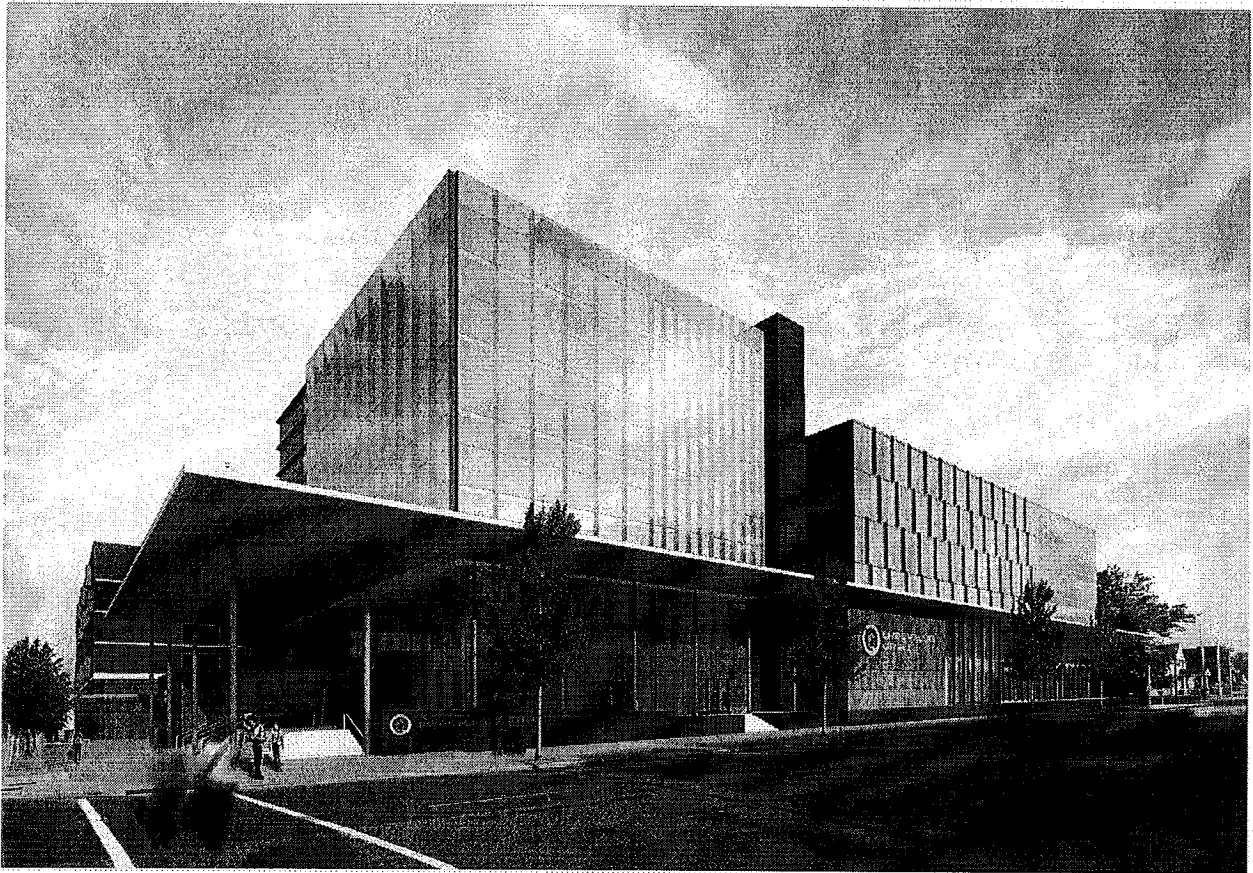
Appendix 2. Identity Map



The Capitol Vista and 500 block are two key properties that offer the transformational opportunity for a 365/24 street the RFQP asks for. Urban Systems can provide unique redevelopments that increase walkability, bring over 500 full time residents increasing the economic buying power on the downtown, and also increase tax revenues to the city. The relocation of the David C Hollister City Hall helps to stabilize a blighted area of Lansing.



501 S Capitol Block Renewal Rendering

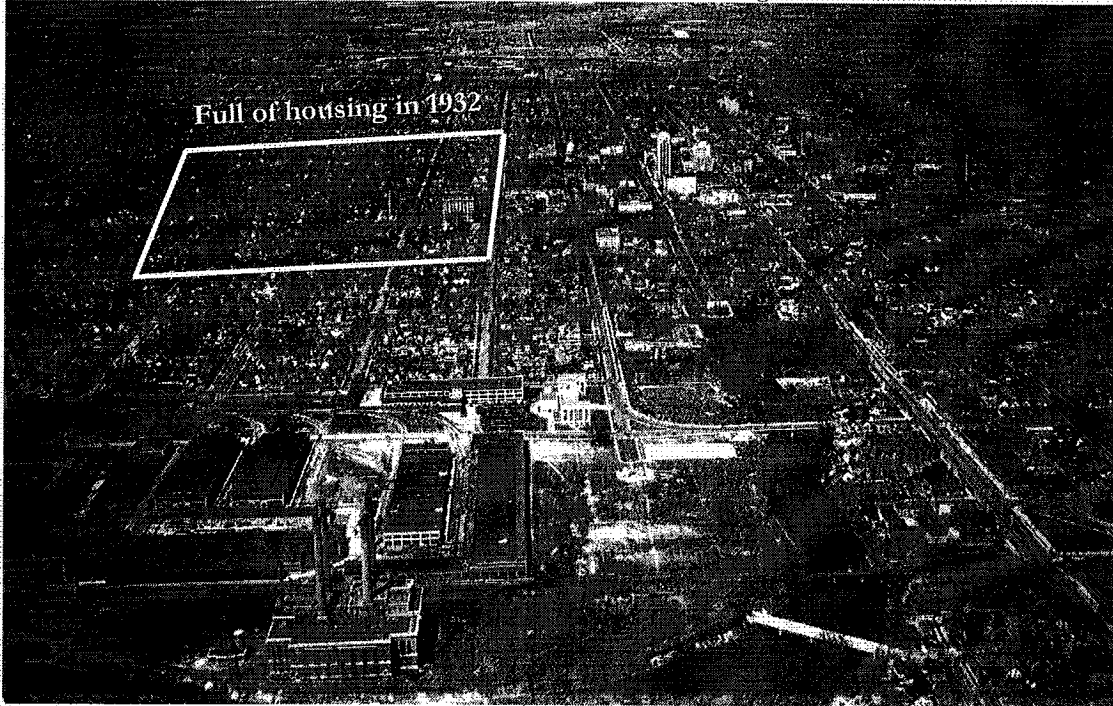


Pages 62 - 63

Redaction of Floor Plans

Appendix 2. Aerial and Google Earth Comparison

Lansing 1932 Credit Lansing Historical Society. Look at vibrant neighborhoods between Pine and MLK

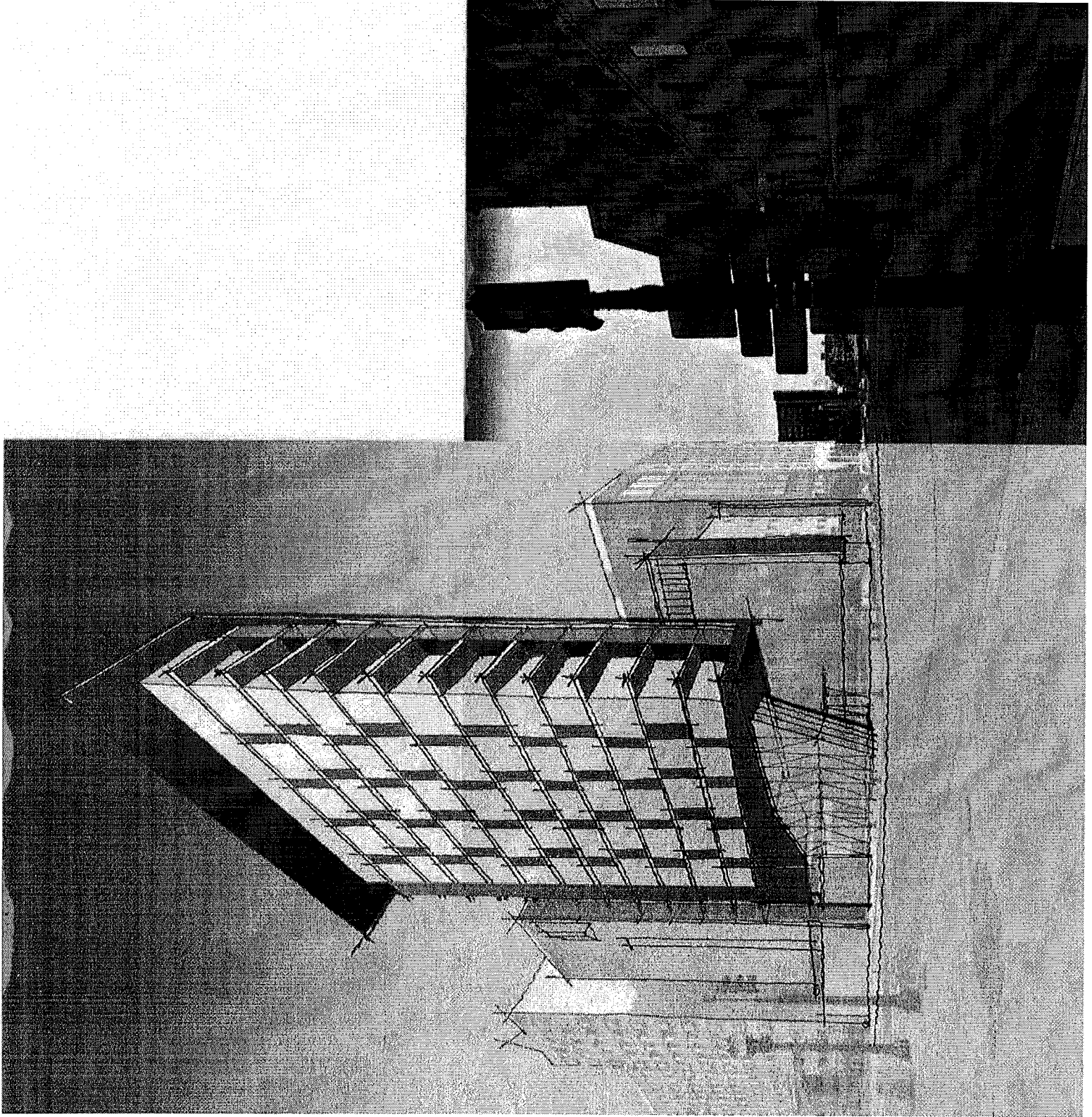


Years of Optimizing our streets and blocks for the car has decimated the neighborhood causing blight gradually removing all evidence of the once thriving neighborhoods Just West of the Capitol.



Proposed Westin and Branded Residence Condominiums at Capitol Vista





Pages 67 – 70

Redaction of Floor Plans

Lake Trust

Lake Trust is invested in the City of Lansing and we're supportive of development on our 501 S. Capitol site. The credit union wants a vibrant area where our Credit Union members live and work.

The mixed use proposal for the Capitol block will add great value and convenience to the downtown area. Lake Trust will continue to have a branch in the downtown Lansing area to service our valued membership and community.

Lake Trust Credit Union operates branch offices that stretch from Lake Michigan to Lake Huron. With over 175,000 members and \$1.7 billion in assets, Lake Trust is the sixth largest credit union in Michigan.

By participating in and supporting over 100 local events statewide, Lake Trust helps create stronger communities. Membership is open to people in the 35-county Lake Trust service area. Go online for more information at: laketrust.org



Meridian Township
5151 Marsh Road
Okemos, MI 48864

P 517.853.4000
P 517.853.4096

Township Board:

Ronald J. Styka
Supervisor

Brett Dreyfus
Township Clerk, CMMC

Julie Brixle
Treasurer

Phil Deschaine
Trustee

**Patricia Herring
Jackson**
Trustee

Dan Opsommer
Trustee

Kathy Ann Sundland
Trustee


Frank L. Walsh
Township Manager

To Whom It May Concern,

I have been part of Meridian Township's Economic Development Corporation board for four years and have been the board chair for the past three. I currently serve as the Township's Interim Economic Development Director. I am also an Okemos resident and small business owner. I supported WestPac and TA Forsberg, Inc.'s redevelopment of 2362 Jolly Oak Road, now known as Elevation. This is a mixed-use project in Meridian Township with 396 apartments and almost 40,000 square feet of supporting commercial space. The projects design is an asset to the community – it connects to the regional trail system, creates public gathering spaces, and integrates public art into the fabric of the community. Their approach of engaging the community in design before it even came in front of the board was well received by Meridian's Board and many residents as well. Over the course of the three year design and approval process this team consistently stayed engaged with community groups as well as staff and elected officials during the process.

I have known Brent for 5 years and was excited to see the Urban Systems approach his team has been working on since their involvement with Tri-County's program with Portland State University's urban sustainability accelerator. It shows a real understanding of helping foster connected communities in the region that will help us keep improving the quality of life for our businesses and residents. If you have any questions regarding this team please feel free to contact me

Sincerely,



Chris Buck
Interim Economic Development Director
Desk: 517-853-4568
Mobile: 517-528-4770
E-mail: buck@meridian.mi.us

**SALON RED
Okemos Pointe
2398 Jolly Road
Okemos, MI 48864**

To whom it may concern,

As a 10 year old small business in Meridian Township, I made the strategic decision to move to Okemos Pointe Plaza, a T. A. Forsberg Inc., owned and operated property. I am glad that I did.

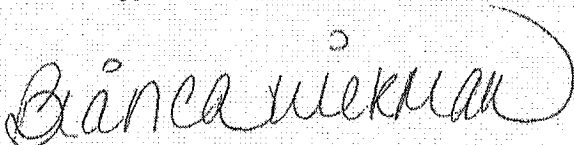
As our landlord, Forsberg has exceeded expectations through its efforts of establishing and maintaining a collaborative business community. For example, the Forsberg team helped me and my staff with our ribbon cutting, coordinating nearly all the behind-the-scenes details with the Township. Additionally, they helped us become members of the Greater Lansing Chamber of Commerce.

I am excited to learn of Forsberg's Elevation, *a mixed use development* a few hundred feet out the back door of my business. I look forward the development bringing more residents and businesses into the area.

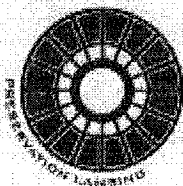
I am sure Forsberg cares deeply about all of its "family" of business tenants as much as they care about mine.

If you have any questions, I can be reached at (517) 977-0361.

Sincerely,

A handwritten signature in cursive script that reads "Bianca Wierman". The signature is written in dark ink and is positioned above the printed name and title.

BIANCA WIERMAN
Owner



August 10, 2017

RE: TA Forsberg Inc / Urban Systems LLC

Dear interested parties,

Recently I met with Brent Forsberg of T.A. Forsberg, Inc. He shared with me his vision for the region and specifically the vision for building a more connected neighborhood pattern around Lansing's core. We appreciated his team's dedication for preserving Lansing's history as demonstrated with their Artist's Avenue Project located on Hosmer street, and their proposed plans for the reuse of 735 Hazel Street.

Their team, under the name of Urban Systems, have reached out and asked we be a part of the discussions in regards to their regional vision. We understand they plan to work with many interest groups and community leaders to promote smart growth and placemaking as part of assisting Lansing's neighborhoods continue to grow, become better connected and more vibrant. We look forward to being part of the discussion and showing the importance of commemorating our history in the community as we continue to grow. If you have any questions, please feel free to contact me at preserve Lansing@gmail.com.

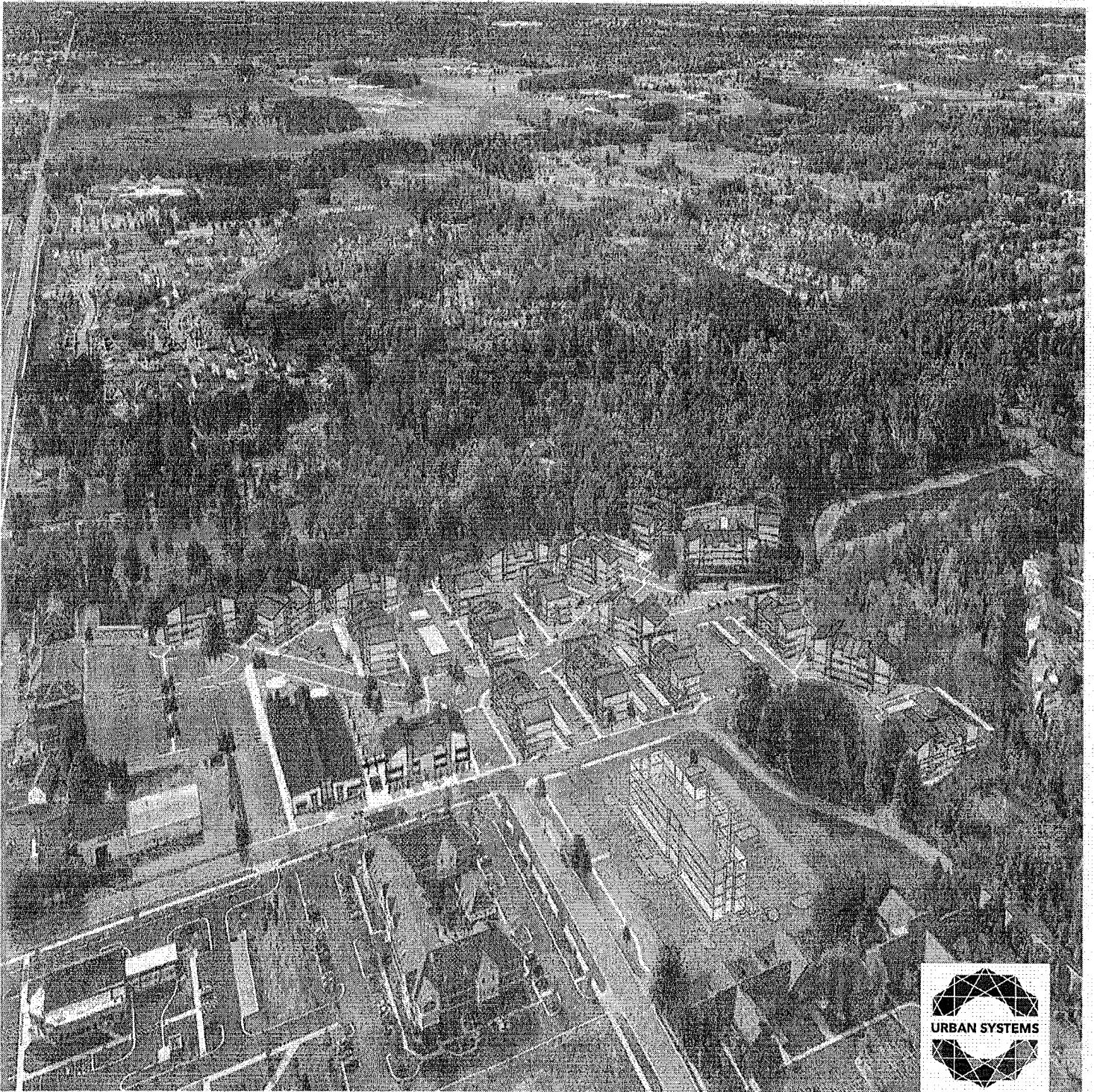
Sincerely,



Dale Schrader

President - Preservation Lansing

Appendix 3. Relevant Experience



Urban Systems LLC — CapitolVistaPlaza.com — “Enhancing the Built Environment”